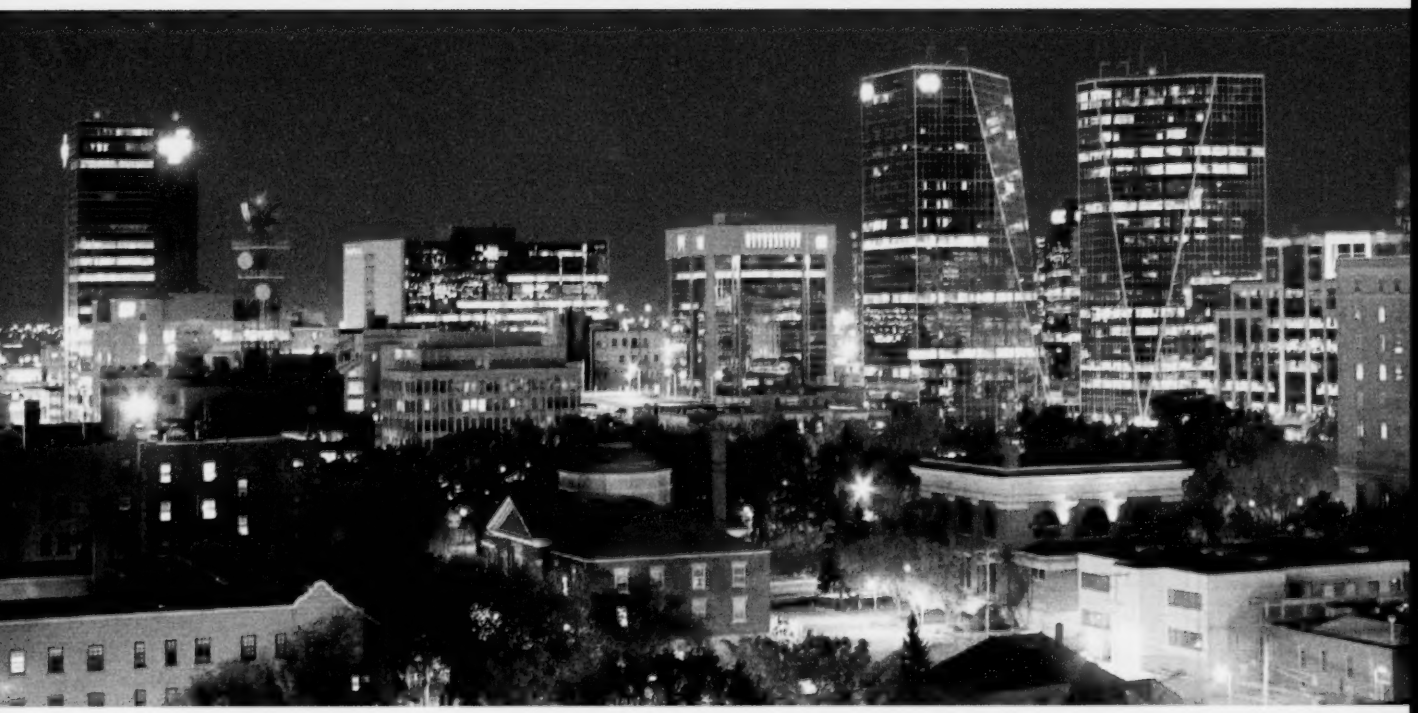
2011 - 2015

CITY OF REGINA

GENERAL CAPITAL PROGRAM

AS APPROVED BY CITY COUNCIL



City of Regina | REGINA
Infinite Horizons

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Office of the City Manager
December 20, 2010

To: His Worship the Mayor,
and Members of City Council

Re: 2011 – 2015 General Capital Investment Program

Each year City Council is required to adopt an operating and capital budget. There are three components to the budgets, the General Operating Budget, the Water and Sewer Utility Operating and Capital Budget and the General Capital Investment Program. **This document is the 2011 – 2015 General Capital Investment Program.**

The 2011 General Capital Budget is $86.3 million, an increase of 22.4% or $15.8 million over 2010. The increase reflects additional funding provided by the City as well as the Federal and Provincial Governments and also reflects the pressures of higher construction prices.

The General Capital Investment Program represents a balance between the fiscal constraints facing the City and the capital requirements. It has been built around City Council's Vision.

> **Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.**

This vision provided the starting point for the development of the Corporate Strategic Plan – *Accelerating Excellence 2008-2012*, with four Strategic Priorities to guide our budget process.

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The Strategic Priorities established in *Accelerating Excellence* include:

- Managing Growth and Community Development
- Strengthening City Infrastructure and Managing Assets
- Achieving Operational Excellence, and
- Ensuring Organizational Capacity and Effectiveness

The key components of the 2011 – 2015 General Capital Investment Program reflect these priorities and include:

- Funding for Street Infrastructure Renewal is $16.8 million in 2011, an increase of $1.8 million or 12% from 2010 funding levels.

- Purchase and modification to the City's Transit and Paratransit buses of $4.6 million, an increase of $1.8 million from 2010 funding levels.

- Funding for Roadway Network Improvements total $21.31 million for 2011, including detailed design and construction of 9th Avenue North from McCarthy Boulevard to Pinkie Road. There will be an extension of Parliament Avenue from Argyle Street to Lewvan Drive, the construction of an interchange at the Highway 1 and Lewvan Drive Intersection and construction of upgrades to Victoria Avenue East.

- Funding for the rehabilitation of bridges totals about $6.0 million, an increase of $1.5 million from 2010 funding levels.

- Funding of $7.5 million in 2011 and a total of $18.7 million over five years for the landfill. The funding includes the cost of capping and closing the existing landfill; landfill gas collection Phase II; and design and construction of a new landfill site.

- Funding of $5.2 million in 2011 and a total of $16.9 million over five years for waste collection. The funding includes the cost of commercial container replacement, integrated solid waste management system and the implementation of Waste Plan Regina.

- Funding of about $1.2 million in 2011 for facilities management. Over the next five years a total of $178.9 million worth of work is planned. However, only $30 million in potential funding has been identified.

- Funding of about $13 million for the vehicle and equipment fleet in 2011 and $54 million over five years. This investment level is a substantial increase over the 2010-2014 budget and reflects the systematic and orderly renewal plan to ensure reliability of our civic, transit and fire vehicles.

- Investment of $2.8 million in Land Development. This will maximize the value of existing land in the North Argyle area and ensure the land is available to enable growth. The funding also includes building the infrastructure required to service lands in Ross Industrial Phase II.

- Investment of $2 million towards the development of the Official Community Plan (OCP). The OCP will describe what kind of city Regina intends to become and will include a policy framework that will guide how to get there.

- Investment of $850 thousand in Self-Contained Breathing Apparatus to replace 100 units that have reached the end of their life expectancy.

Regina, like other cities, is facing a problem of aging infrastructure coupled with requirements resulting from growth and increased standards. During 2008, the City projected its infrastructure requirements, including rehabilitation of existing infrastructure and the demand for new infrastructure resulting from growth, at about $2.1 billion, of which $1.289 billion is unfunded through any existing sources.

While there is virtually universal recognition of the need to increase capital spending, the challenge continues to be finding sources of funding that are predictable and sustainable. The assumption of increased levels of debt will put pressure on the operating budget in terms of debt repayment.

The 2011 – 2015 General Capital Investment Program reflects an estimate of about $10.7 to $11.1 million in annual infrastructure grants from the Federal Gas Tax Grant. This Federal program is in place until 2014/15, the type of time frame which is essential for effective infrastructure planning. It is important that this continue in the future, with projections updated on a regular basis.

The Provincial/Territorial Base Fund will provide $7.75 million in funding for 2011. All funding from this program has now been utilized.

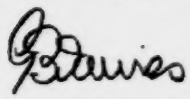
The capital funding plan includes civic current contributions of $13.5 million for 2011, which is an increase of $900,000 over 2010's. The capital funding plan also includes current contributions to capital for the Regina Police Service of $1.1 million.

Debt of $5.0 million will be issued to support the 2011 Capital Program. General capital debt outstanding in 2011 is projected to be $35.8 million compared to $34.4 million in 2010.

Funding from reserves will total $32.0 million of which $12.7 million is sourced from the Landfill Reserve to fund cost of design and construction of a new landfill cell area, environmental protection elements and associated improvements. In addition, implementation of Waste Plan Regina over the next five years will be funded by the Landfill reserve. The landfill reserve has been built up in previous years in anticipation for these substantial projects.

The 2011 – 2015 General Capital Investment Program demonstrates progress in addressing the priority needs of the community. It has been developed with a focus on City Council's Vision and the four strategic priorities. It provides a balanced approach, including the use of relatively modest debt levels to permit the City to move forward with priority projects with long term benefits for the community and strengthening of reserves to meet long term capital requirements.

Respectfully submitted,



Glen B. Davies
City Manager

Introduction

Introduction

2011 General Capital Investment Program

The 2011 General Capital Investment Program supports City Council's Vision for Regina:

Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.

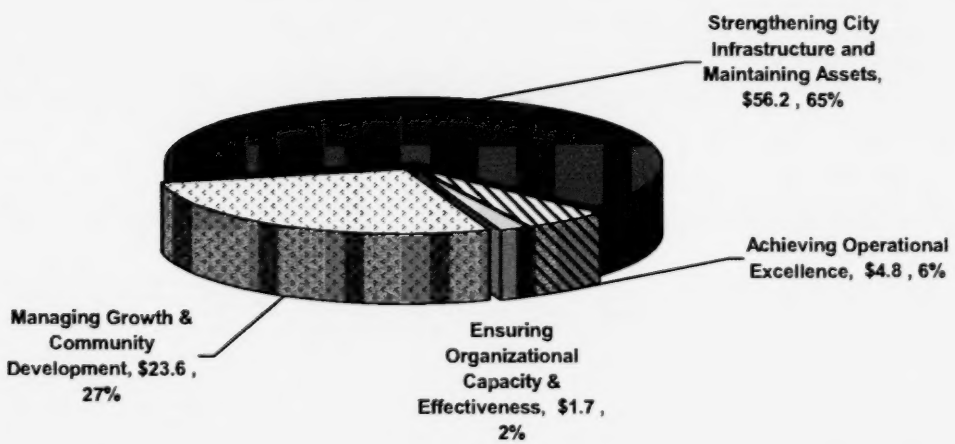
Regina's need for investment in infrastructure is great, and funding is limited. It is essential that capital investments be directed in a strategic manner to deliver the best return for the community. The 2011 General Capital Investment Program was developed based on the four strategic priorities identified in the Corporate Strategic Plan – *Accelerating Excellence*:

- Strengthening City Infrastructure and Managing Assets
- Managing Growth and Community Development
- Achieving Operational Excellence
- Ensuring Organizational Capacity and Effectiveness

Spending is not evenly split among these priorities, particularly in the capital budget, which, by definition, focuses on the City's assets. However the percentage of the City's capital budget that is being spent on maintaining assets is increasing as the age of infrastructure advances. A report for the Federation of Canadian Municipalities (FCM) in 2007 noted, "...for the past 20 years, municipalities have been caught in a fiscal squeeze caused by growing responsibilities and reduced revenues. As a result, they were forced to defer needed investment, and municipal infrastructure continued to deteriorate..." The impact of deferring necessary maintenance to minimize the impact on tax payers is now beginning to hit home. Whereas, in 2010, the proportion of the capital budget devoted to the simple maintenance of assets was 53%. In 2011, that proportion has risen to 84%, and the total dollars budgeted is higher than ever before. The need to attend to the rehabilitation of existing infrastructure continues to put pressure on other areas of the City's operations.

Strategic Priorities

Capital Expenditures by Strategic Priority – 2011
(millions of dollars)


Strengthening City Infrastructure and Maintaining Assets, $56.2 , 65%
Achieving Operational Excellence, $4.8 , 6%
Managing Growth & Community Development, $23.6 , 27%
Ensuring Organizational Capacity & Effectiveness, $1.7 , 2%

Strengthening City Infrastructure and Managing Assets

This Strategic Priority is related to strengthening our City infrastructure systems and managing other tangible and financial assets. It ensures that our City is strong and financially sustainable.

The 2011 General Capital Investment Program includes:

- $16.8 million to continue the Street Infrastructure Renewal Program
- $7.0 million related to New Landfill Development, Landfill Capping & Closure & Gas Collection Phase II
- $6.0 million related to Bridge Infrastructure Renewal
- $5.9 million for the Civic Fleet Replacement
- $5.8 million for Victoria Avenue East (Fleet Street to City Limits)
- $4.6 million Transit Fleet Replacement and Refurbishment Programs
- $2.7 million for the Regina Police Service
- $2.0 million for the purchase of two Quints and the cost of outfitting both units (hoses, tools etc.)
- $855,000 for Fire Fleet Replacement
- $850,000 for Self-Contained Breathing Apparatus - Fire
- $700,000 for Traffic Signal Rehabilitation
- $500,000 for an Integrated Solid Waste Management System
- $465,000 for Park Upgrades
- $430,000 related to Golf Course Facility and General Capital Improvements
- $400,000 for Imperial Esso Refinery Property Winnipeg Street North
- $385,000 for Fire Facilities - Education and Training Centre - Emergency Operations Re-establishment
- $295,000 related to the Infrastructure Catch-up
- $135,000 related to Cemetery Facility and General Capital Improvements
- $100,000 for Mosaic Stadium Upgrades
- $100,000 for Recreation Equipment and Furnishings
- $100,000 for Downtown Bus Stop Improvements
- $50,000 for Railway Crossings
- $50,000 for Roof Fall Arrest Program
- $50,000 for Athletic Fields /Sport Facilities Restoration, Repair and Upgrades
- $40,000 for Pool Chlorine Handling & Storage Upgrades
- $35,000 for Diving Board Replacements at Outdoor Pools and the Lawson Aquatic Centre
- $17,000 for Commercial Container Replacement

Managing Growth and Community Development

This Strategic Priority ensures we anticipate and prepare for our City's growth and are responsive to the needs of our community.

The 2011 General Capital Investment Program includes:

- $9.7 million for 9th Avenue North (McCarthy Boulevard to Pinkie Road)
- $4.0 million for the Parliament Avenue extension
- $2.0 million for the Interchange at Highway No. 1 and Lewvan Drive
- $2.0 million for Development of the Official Community Plan
- $1.5 million related to North Argyle Land Development
- $800,000 related to Ross Industrial Phase II
- $750,000 for Arcola and Woodland Grove Drive Intersection Improvements
- $500,000 Dewdney Avenue from Prince of Wales to East City Limit

- $500,000 for the purchase of a new track loader/dozer
- $440,000 for the North Central Shared Facility
- $350,000 related to Park Maintenance Facilities including a new sub depot in Harbour Landing
- $195,000 for Multi-use Pathway Recapping
- $190,000 for Recreation Facility Plan
- $150,000 for Outdoor Play Amenities
- $150,000 for Expressway Light Rehabilitation
- $100,000 for LED Replacement Program
- $100,000 related to Parliament Place
- $82,000 for Pedestrian Protection
- $75,000 for Noise Attenuation Program
- $75,000 for Quance Street Traffic Study

Achieving Operational Excellence

This Strategic Priority focuses on providing excellent customer service to our community.

The 2011 General Capital Investment Program includes:

- $4.65 million for the Waste Plan Regina - Implementation Plan
- $150,000 for the 9th Ave. N. Winnipeg to McDonald Road Classification Review
- $10,000 for the Alley Lighting Improvement Program

Ensuring Organizational Capacity and Effectiveness

This Strategic Priority ensures we have the right people and processes in place, that we are as effective and efficient as possible, and that we are continuously improving.

The 2011 General Capital Investment Program includes projects that fit the first three strategic priorities while also providing for organizational capacity improvements. This includes:

- $752,000 related to the Information Technology Business Transformation Roadmap Implementation
- $450,000 for the Permit Application Inspection Information Database (PAIID)
- $186,000 for the Cashier Upgrade
- $100,000 related to office furniture purchases for new approved positions
- $70,000 related to Licensing Oracle Software
- $60,000 related to Software Compliance
- $50,000 for the HR-VIP Capital Modifications

The Need for Infrastructure Investment

The need for infrastructure investment in Regina, like most western Canadian cities, arises in primarily three ways: replacement of existing infrastructure, increasing standards, and new infrastructure to support growth.

> *"Canadian municipalities build, own and maintain most of the infrastructure that supports our economy and quality of life. Yet for the past 20 years, municipalities have been caught in a fiscal squeeze caused by growing responsibilities and reduced revenues. As a result, they were forced to defer needed investment, and municipal infrastructure continued to deteriorate, with the cost of fixing it climbing*

five-fold from an estimated $12 billion in 1985 to $60 billion in 2003. This cost is the municipal infrastructure deficit, and today it has reached $123 billion.

The upward trend of the municipal infrastructure deficit over the past two decades points to a looming crisis for our cities and communities and ultimately for the country as a whole. The deficit continues to grow and compound as maintenance is delayed, assets reach the end of their service life, and repair and replacement costs skyrocket. When compared with earlier estimates, the $123-billion figure clearly shows the municipal infrastructure deficit is growing faster than previously thought."

- Danger Ahead: The Coming Collapse of Canada's Municipal Infrastructure – A Report for the Federation of Canadian Municipalities, Saeed Mirza, PhD., Ing., November, 2007.

The infrastructure gap is difficult to estimate, and because of that, some would suggest that it does not exist or is exaggerated. The numbers presented seem incredible and unmanageable to the average person. However, it is important to understand that the very size and variability in the numbers arise not because of some level of fabrication or inaccuracy but because of the increasingly complex environment for municipalities and because of the level of professionalism brought to infrastructure management.

Municipalities do not simply go out and rebuild the same piece of infrastructure at the end of its life cycle. Community needs and regulatory requirements are constantly evolving. Municipal infrastructure managers are responsible for incorporating improvements in safety, efficiency, environmental impact, aesthetic design, and productivity in their work on an ongoing basis.

At the same time, communities are growing. An engineer cannot just approach a roadway project for resurfacing only; any cost effective approach means that new capacity and safety considerations must also be included. It becomes very difficult to separate the cost of 'replacing existing infrastructure' from service level improvements and expansions.

Consequently, there is no generally accepted method for estimating exactly what the level of infrastructure funding should be. In carrying out the study for FCM, the following definition was used:

"In formal terms, the municipal infrastructure deficit refers to the following:

- the unfunded investments required to maintain and upgrade existing, municipally owned infrastructure assets; and
- the funding needed over and above current and projected levels to bring existing facilities to a minimum acceptable level for operation over their service life, through maintenance, rehabilitation, repairs and replacement."

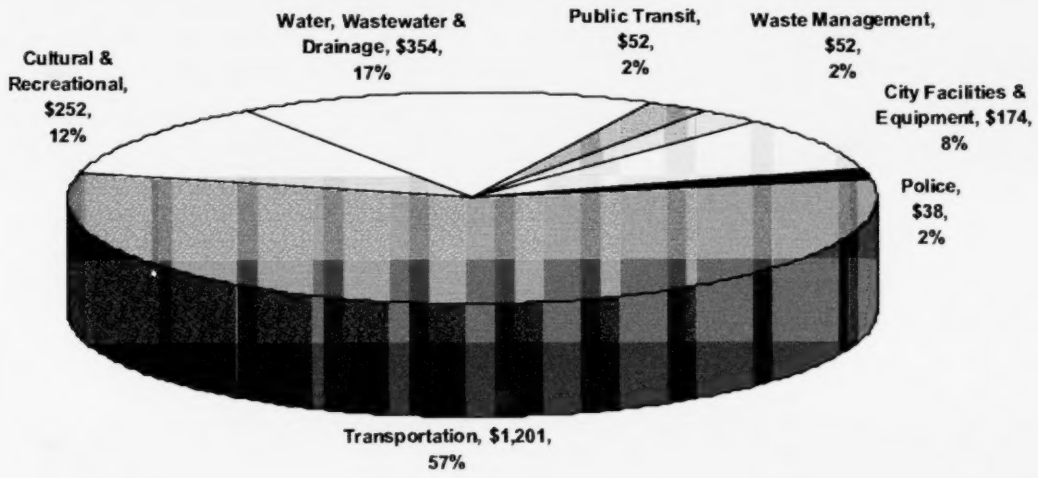
Regina also has significant requirements for infrastructure related to new growth, particularly in the area of roadway network improvements.

Measuring Regina's Infrastructure Gap

During 2010, Regina's estimate of infrastructure requirements over the next ten years was updated based on information from a number of recent studies, including the Waterworks Assessment Study, required under provincial regulations, and a report done by Watson and Associates, identifying 25-year infrastructure requirements related to the City's Long Term Development plan.

Based on this information, Regina's total infrastructure requirements over the next ten years is about $2.1 billion. The breakdown by infrastructure type is as follows:

Regina's Total Infrastructure Requirements
(in millions of dollars)

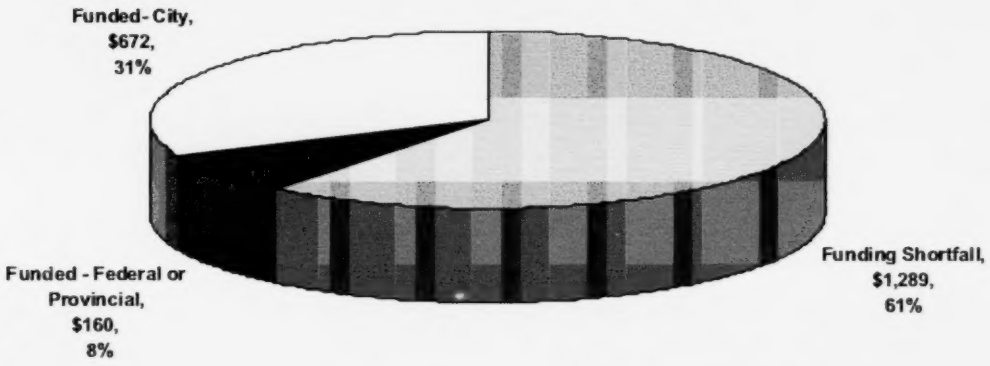

Water, Wastewater & Drainage, $354, 17%
Public Transit, $52, 2%
Waste Management, $52, 2%
Cultural & Recreational, $252, 12%
City Facilities & Equipment, $174, 8%
Police, $38, 2%
Transportation, $1,201, 57%

Total = $2.121 billion

This figure might seem unreasonably large, but the City's annual capital budgets, including the water, wastewater, and drainage utility, have averaged about $50 million per year for the past fifteen years. The replacement cost of Regina's total infrastructure is estimated at about $10 billion. With the rapidly rising cost of construction, that figure continues to increase.

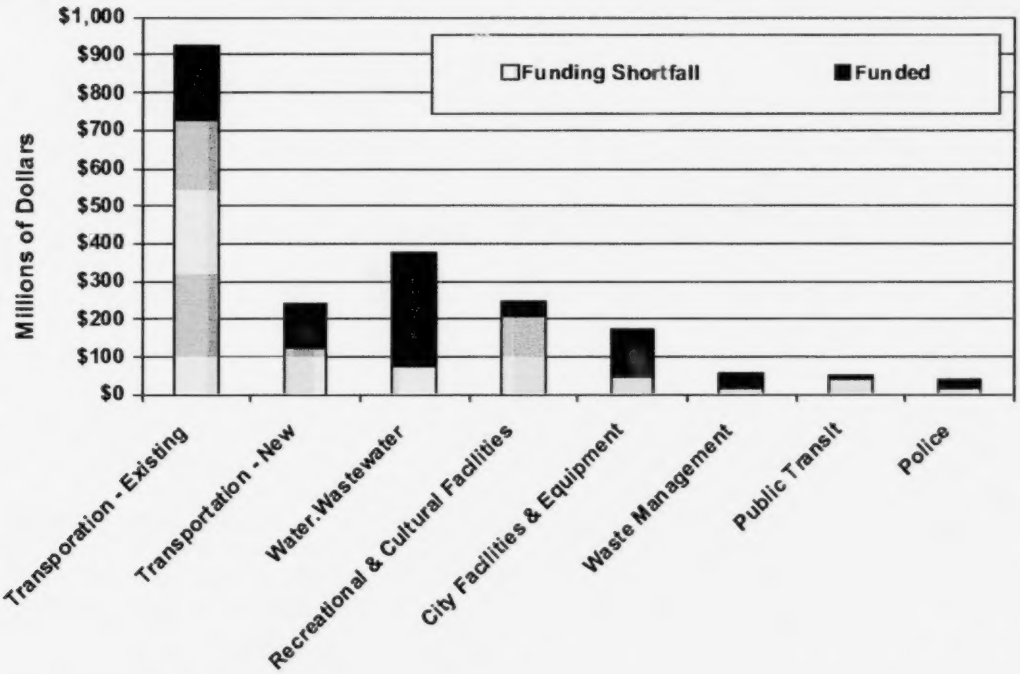
This chart shows the relative proportions of Regina's infrastructure requirements over the next ten years for which funding sources currently exist, and for which there is a funding gap.

Regina's Infrastructure Requirements
(in millions of dollars)



The following chart shows the proportion of infrastructure requirements over the next ten years where funding gaps exist by the major categories of infrastructure:

Funded Versus Unfunded Infrastructure Requirements by Type
(In millions of dollars)



Strategies to Reduce the Gap

It is important to note that Regina, like other municipalities, is not expecting other orders of government to fully fund all infrastructure requirements.

From the graphs on the previous pages, it is clear that Regina will fund a significant portion of its infrastructure requirements from local sources. Across Canada, the infrastructure gap resulted from multiple factors, and Regina's approach recognizes that addressing the problem will require action in several areas, including:

- Increased funding of capital from the City's annual revenues;
- Sustainable policy and development decisions that do not avoidably compound increase the demand for infrastructure;
- Servicing agreement fees that adequately fund the cost of new development and do not deplete other sources of funding required to address the infrastructure deficit;
- Accurately priced user fees that include the costs of infrastructure;
- A careful combination of "pay as you go" with debt to fund projects with long-term benefits;
- Solid asset management techniques, including long-term capital planning, that maximize the value of infrastructure spending; and
- Stable and long-term funding from the Federal and Provincial Governments, with flexibility to address the priorities within the community.

Over the next five years, it is anticipated that of the $674 million General Capital Program, the City will fund $189 million through debt, contributions from reserves and from the tax base. It is estimated that an additional $56 million will be received from Federal and Provincial infrastructure grant programs, based on funding levels from existing programs. Approximately $69 million will be funded from servicing agreement fees and other contributions from developers. Funding for the remaining $360 million has not yet been identified.

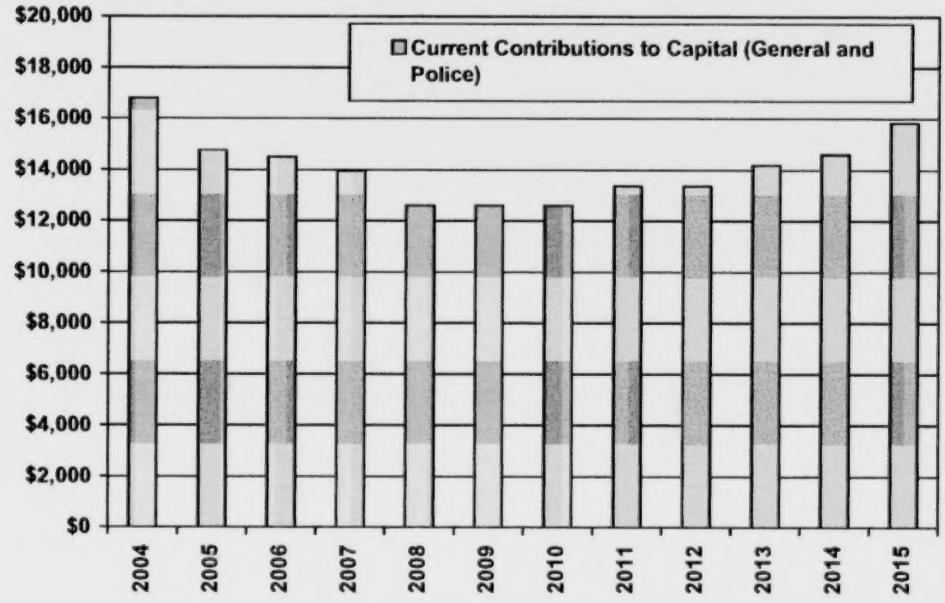
Up to $172 million in utility infrastructure requirements will have to be funded from debt over the next five years, which will be repaid through utility rates.

Using the limited tools available, the City has taken several significant steps to address the infrastructure gap, based on the multi-faceted approach outlined above.

Funding from the Operating Budget

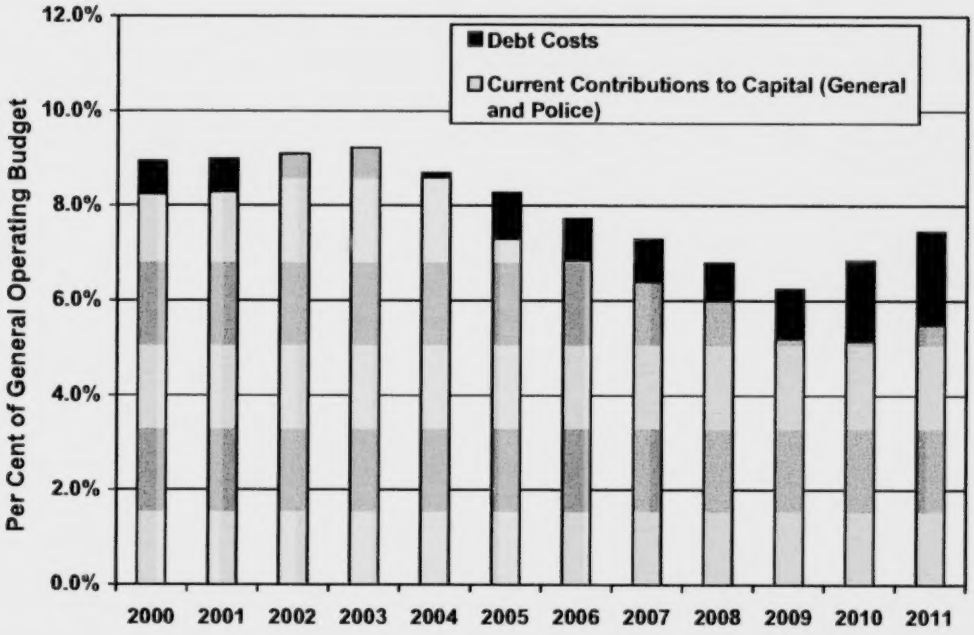
Despite continuing pressures for operating funding, the City has generally been able to maintain the level of funding for capital from the general operating budget. Pressures will increase significantly in 2011 through 2015 as a result of significant capital projects unless other sources of funding can be found.

Capital Funding From Current Contributions – Historical and Projected



Capital funding as a percentage of the operating budget has been decreasing, reflecting the pressures of operating costs.

Capital Funding From Current Operations – 2000 to 2011
(Per Cent of General Operating Budget)



Servicing Agreement Fees

During 2007, the City completed a major review of the servicing agreement fee policy. The review included estimates of the capital requirements related to new development over the next 20 years. Regina had reached a threshold in that the majority of its existing developments were virtually complete, and a significant investment in infrastructure was required if the City was to grow. Regina's servicing agreement fees were significantly lower than those in most other cities across Canada.

New policies were adopted by City Council in 2007, based on appropriate cost sharing between new developments and existing taxpayers, which resulted in formal approval of the *Administration of Servicing Agreement Fees Policy* in 2009. These policies continue to be reviewed and are revised based on market conditions and the cost of infrastructure over its entire life. The 2011 fee rate is $232,164 per hectare, up 2.15% from $227,289 in 2010. Despite the increase in fees, which now include a financing cost element, significant additional funding is required to support these new neighbourhoods, and there will be a significant cash outflow required by the City to fund its share of infrastructure, as well as to finance the infrastructure paid for through servicing agreement fees. This amount will be repaid through servicing agreement fees as new development proceeds.

It is clear that the usual approach, whereby the City funds infrastructure in advance of development for roadways and water, wastewater and drainage infrastructure is not workable given the City's limited financial resources. New approaches, including developer front ending agreements and phasing of development, have been used to help balance the cash requirements.

User Fees

The City has reviewed virtually all its user fees over the past three years to ensure that, where possible, revenues are keeping up with capital as well as operating costs. A three-year utility rate increase of 9% per year for 2011, 2012 and 2013 was proposed to City Council late in 2010 to contribute towards water and wastewater infrastructure requirements including an upgrade and expansion of the wastewater treatment plant anticipated to cost in the range of $145 million. Landfill rates have been increased to contribute toward the costs of landfill closure, capping, and expansion. Golf and cemetery fees have been reviewed on a regular basis and established to cover capital and operating requirements.

A three-year recreation program fee schedule was approved by City Council in June of 2007 to ensure that targeted cost recovery levels are achieved.

While these fee increases are not popular and are sometimes viewed as another form of taxation, they are necessary to help address the infrastructure funding gap. The City is embarking on a general review of rates and fees for all City services with a view to develop more consistent and comprehensive pricing policies.

It is important to note that, while the City has the authority to raise revenues through licenses and special taxes, such revenue cannot exceed the related costs, limiting any ability to use such revenues to fund capital.

Debt Financing

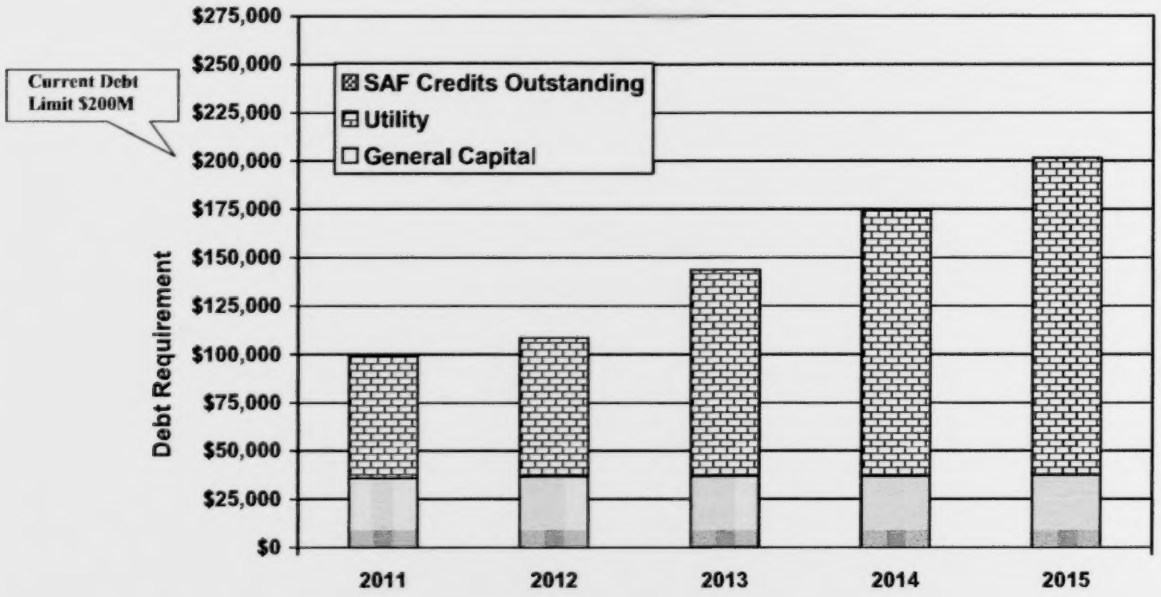
The 2011 General Capital Investment Program proposes the issue of $5 million in 2011. The year end 2011 debt balance is projected at $35.8 million.

While the issuance of debt can provide for increased capital funding, the debt along with the related interest cost must be paid in future years out of operating funds. The use of debt is a trade-off between

increased fiscal flexibility in the short term versus reduced fiscal flexibility over the term of the repayment of the debt.

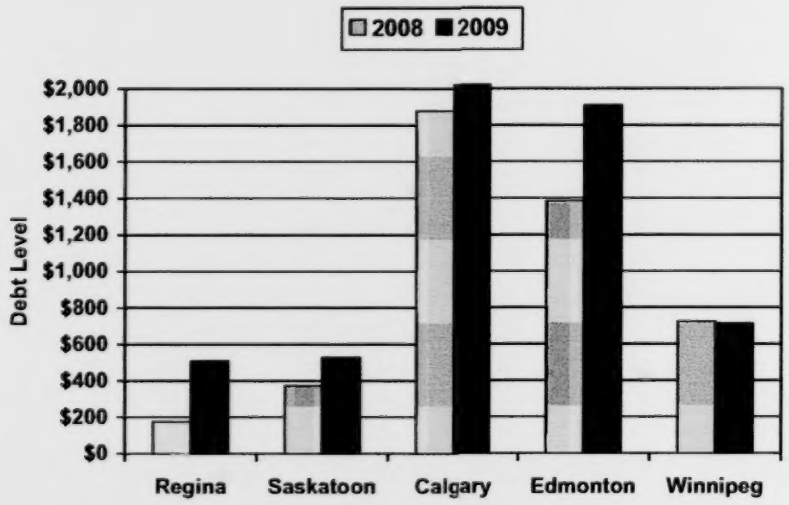
The City is faced with difficult choices. While interest costs will add to the overall bill, the rapid increases in construction costs over the past few years indicate that in some circumstances, debt financing could lower the overall costs.

Projected Debt



The 2011 General Capital Investment Program proposes to source $5 million in new debt funding. Historically Regina has remained very conservative in its use of debt. The following chart shows the per capita debt comparisons to other Cities for the years 2008 & 2009.

Per Capita Debt Comparison to other Cities



Asset Management Techniques

The City established a Corporate Asset Management Steering Committee in 2008 to begin to develop a strategic asset management policy for the organization to assist in ensuring our infrastructure is maintained, rehabilitated, and replaced in order that citizens receive acceptable levels of service from all of the programs. The Committee adopted a standardized asset management methodology that will be used corporately to manage the City's infrastructure to ensure long-term sustainability. These techniques and approaches are not new to the City, but there has been significant advancement in research available across North America that is being applied in Regina. In addition, local research through the Communities of Tomorrow and joint projects with the City of Saskatoon are providing benefits.

The City of Regina is also at various stages of completion on the following - Recreation Facility Master Plan, Core Neighbourhood Sustainability Plan, Downtown Plan, Transit Investment Plan, Official Community Plan (OCP), and Solid Waste Management Plan to assist in the preparation of long-term management of these assets through identification of community needs and trends. The City continues to identify and apply best practices in pavement, sidewalk, water, and sewer infrastructure maintenance. Significant success has also been achieved through the application of a life cycle management approach to optimizing fleet costs, reducing the City's fleet by about 20% in recent years.

Historically, municipalities were not required to account for assets with the same rigour as in other industries. However, the Public Sector Accounting Board has issued recommendations to account for municipal assets or tangible capital assets. The City of Regina implemented these recommendations for the 2009 Annual Report. This increased requirement for accounting for the City's assets will also aid in improving our management information available to ensure infrastructure investments are directed in a manner to ensure longevity and sustainability of our assets while providing the maximum benefit to citizens.

Sustainable Development Policies

Regina's Official Community Plan (OCP) establishes sustainability as one of the two principles guiding the entire plan. The other, ensuring that development occurs in a cost efficient, environmentally responsible, and socially equitable manner, is directly related to sustainability objectives.

A key policy is to maintain a compact urban form as a sustainable model. The residential growth strategy targets substantial infill development to balance peripheral expansion. Thirty percent of new housing will be directed to infill development to meet the OCP policies.

The transportation policies in the OCP support alternative modes of transportation. With higher densities in the central city, walking, bicycling and transit become more attractive options. In new suburban areas, a model was developed in the Sector Plans, which emphasises greenways and transit oriented design, which will give emphasis to alternative modes of transportation.

Growth is managed to ensure contiguous development (avoid leapfrogging) and the cost effective provision of services. The City works with the RM of Sherwood cooperatively as part of the Sherwood/Regina Planning District to manage growth in the region. Lands in the RM are reserved primarily for agricultural uses, except for sites specifically designated industrial (Sherwood Industrial Park) and commercial (abutting Highway No.1).

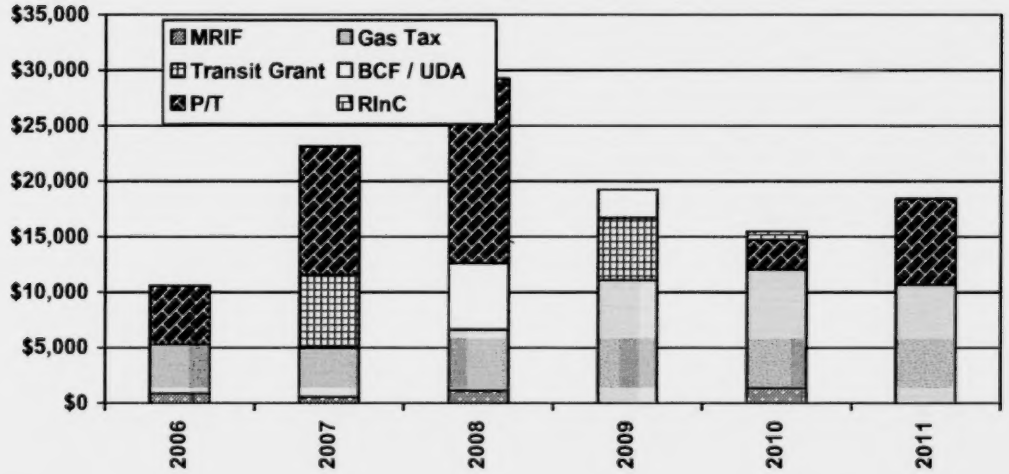
In summary, the City's sustainable development policies result in a more compact city and reduce the requirements for new infrastructure.

Capital Grant Programs

The information provided above indicates that the City is using all available approaches to manage its infrastructure requirements, but municipal taxpayers cannot do it alone. After the severe reductions in funding experienced during the 1990's and earlier this decade, the Federal Government and Provincial Governments across Canada began to recognize the importance of infrastructure funding.

> *"Canada's quality of life and economic competitiveness depend in part on having reliable, efficient infrastructure that is provided in large part by municipal, provincial, territorial and federal governments."* – ***Restoring Fiscal Balance in Canada – Focusing on Priorities – Federal Budget 2006.***

Federal Capital Grants (000$)



Gas Tax

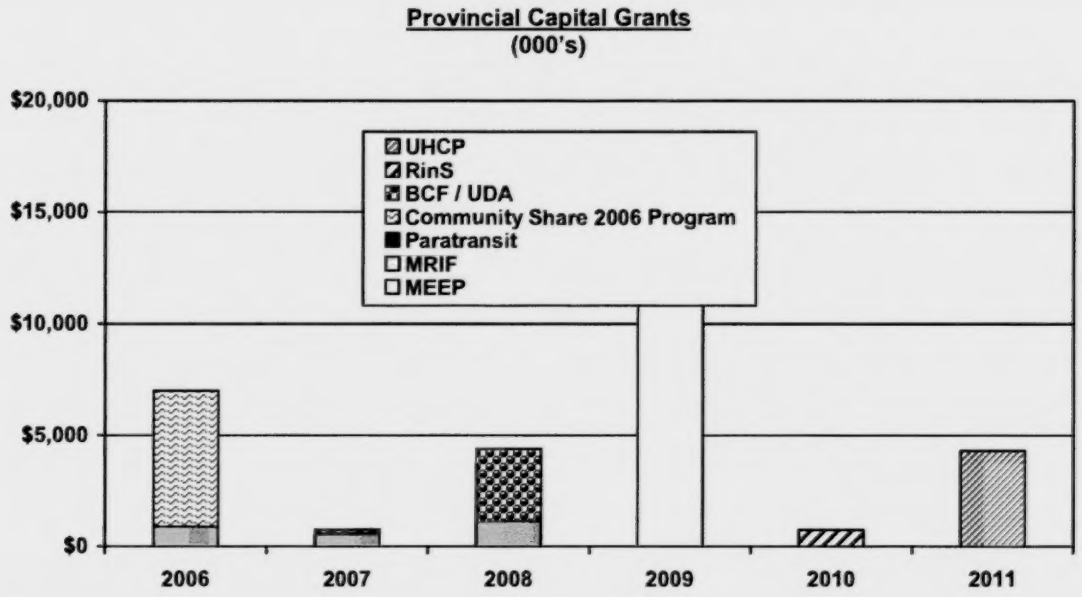
The Federal Government has implemented a program to share a portion of the Federal Gas Tax with municipalities. The share for Regina has grown from $3.3 million in 2005, $3.3 million in 2006, $4.4 million in 2007, $5.5 million in 2008, $11.1 million in 2009, $10.7 million in 2010, and $10.7 million in 2011. The grant is based on 1.5 cents per litre in 2005, increasing to 5 cents a litre in 2010. During 2007, the Federal Government announced an extension of the program through the 2014 – 2015 Federal fiscal years. The City of Regina has signed an agreement with the Province for 2011 forward.

Provincial /Territorial Base Fund

The $2.275 billion Provincial/Territorial Base Fund was established by the Government of Canada to provide each province and territory with predictable funding of $25 million per year, over seven years, for a total of $175 million per jurisdiction by 2014.

The Provincial/Territorial Base Fund can be used for safety-related rehabilitation of infrastructure, as well as non-core National Highway System infrastructure. Federal funding will be cost-shared with provinces and territories to maximize investments by all orders of government. As additional financial flexibility, these funds do not have to be utilized in the year in which they were provided.

The following graph provides information on the Provincial capital grants since 2006. The grants do not include the contribution from the Provincial Government to community projects.



Four years ago, the Federal Budget included the following remarks:

> *"Federal investments in infrastructure are significant, but this funding needs to be put on a long-term track to allow for long-term planning, especially given the time spans involved in planning and building major infrastructure projects."* – Federal Budget 2006 – Restoring Fiscal Balance in Canada – Focusing on Priorities.

It is clear that there are still challenges in achieving this. In the face of this uncertainty, municipal councils cannot afford to wait until occurrences like the water quality problems of Walkerton and North Battleford and bridge collapses in Laval and Minneapolis draw further attention to the issue. The 2011 – 2015 General Capital Investment Program which does not meet all of the City's required infrastructure needs, uses all tools and funding sources available to address our community's priorities.

Urban Highway Connector Program

The Urban Highway Connector Program ("UHCP") would see the City assume responsibility for several roads within city limits that are currently managed by the Province of Saskatchewan. In exchange, the Province of Saskatchewan will provide a grant for rehabilitation work.

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General Capital
Program Expenditures

General Capital Investment Program Expenditures

Capital Expenditure Summary

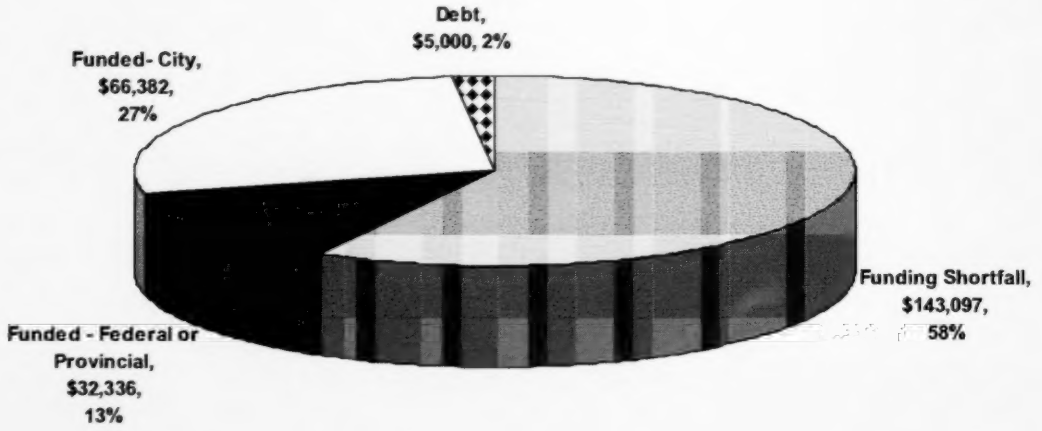
Capital Expenditures ($000's)	2011	2012	2013	2014	2015	Five Year Total
Public Works						
Street Infrastructure Renewal	**16,802**	27,853	27,000	30,000	33,000	134,655
Bridge Infrastructure Renewal	**6,000**	7,750	7,800	8,000	10,000	39,550
Traffic Control & Safety	**1,192**	3,590	3,405	8,530	8,426	25,143
Other Transportation Projects PW	**200**	1,840	1,605	5,830	1,080	10,555
Landfill	**7,500**	-	-	3,900	7,300	18,700
Waste Collection	**5,167**	11,170	200	200	200	16,937
Other Capital Projects PW	**-**	50	925	150	150	1,275
Division Total	**36,861**	52,253	40,935	56,610	60,156	246,815
Community & Protective Services						
Recreation Facilities	**590**	7,630	6,930	2,350	1,850	19,350
Open Space Restoration	**195**	1,188	1,146	1,050	1,100	4,679
Open Space Upgrades & New Development	**615**	2,104	360	410	160	3,649
Streetscape	**-**	320	335	335	335	1,325
Cemeteries	**115**	145	120	70	175	625
Golf Courses	**350**	300	270	250	350	1,520
Fire & Protective Services	**850**	206	2,183	390	75	3,704
Transit	**400**	616	700	-	-	1,716
Division Total	**3,115**	12,509	12,044	4,855	4,045	36,568
Planning & Development						
Land Development	**2,800**	2,100	1,400	500	500	7,300
Official Community Plan	**1,975**	1,200	425	-	-	3,600
City Centre Development	**-**	3,135	8,949	9,664	7,333	29,081
Roadway Network Improvements	**22,700**	11,935	33,000	8,850	3,300	79,785
Other Transportation Projects PD	**-**	150	150	150	150	600
Division Total	**27,475**	18,520	43,924	19,164	11,283	120,366
Corporate Services						
Fleet	**12,987**	10,565	10,707	10,364	9,387	54,010
Facilities	**1,350**	23,110	37,195	50,103	67,389	179,147
Information Technology	**1,863**	4,774	2,940	2,510	710	12,797
Division Total	**16,200**	38,449	50,842	62,977	77,486	245,954
Civic Capital Total	**83,651**	121,731	147,745	143,606	152,970	649,703
Regina Police Service	**2,674**	14,103	3,585	1,758	2,057	24,177
Total General Capital Expenditure	**86,325**	135,834	151,330	145,364	155,027	673,880
Available Funding	**86,325**	73,475	66,090	50,049	37,965	313,904
Funding Shortfall	**-**	62,359	85,240	95,315	117,062	359,976

Capital investments for the years 2012 – 2015 are identified in the table above. As noted in the individual divisional Capital Program Summaries, only a portion of the funding has been secured. The balance remains unfunded and is identified as "Funding Shortfall" in each table.

Public Works Division

Capital Program Summary

	2011	2012	2013	2014	2015	Five Year Total
Capital Expenditures ($000's)						
Street Infrastructure Renewal	16,802	27,853	27,000	30,000	33,000	134,655
Bridge Infrastructure Renewal	6,000	7,750	7,800	8,000	10,000	39,550
Traffic Control and Safety	1,192	3,590	3,405	8,530	8,426	25,143
Other Transportation Projects	200	1,840	1,605	5,830	1,080	10,555
Landfill	7,500	-	-	3,900	7,300	18,700
Waste Collection	5,167	11,170	200	200	200	16,937
Other Capital Projects Public Works	-	50	925	150	150	1,275
Total Expenditures	36,861	52,253	40,935	56,610	60,156	246,815
Funding Sources ($000's)						
Asphalt Plant Reserve	-	-	400	150	150	700
Current Contributions	7,884	4,912	3,451	4,192	5,405	25,844
Debentures	5,000	-	-	-	-	5,000
Developer Contributions	-	302	400	400	400	1,502
Gas Tax (GT)	7,000	7,437	7,437	7,412	-	29,286
General Fund Reserve	1,250	-	-	-	-	1,250
Landfill Reserve	12,667	11,170	200	4,100	7,500	35,637
Other External	10	50	75	200	-	335
Provincial/Territorial Base Fund	3,050	-	-	-	-	3,050
Service Agreement Fees - Roads	-	364	250	250	250	1,114
Funding Shortfall	-	28,018	28,722	39,906	46,451	143,097
Total	36,861	52,253	40,935	56,610	60,156	246,815



Public Works General Capital Expenditure

It should be noted that the capital expenditures proposed for street and bridge infrastructure renewal do not reflect the full investment required to maintain the roadway and bridge infrastructure at an optimal sustainable condition level or age. The expenditures shown for street infrastructure renewal are generally reflective of maintaining an equivalent financial investment similar to previous years, and this expenditure does not represent the full total required to maintain infrastructure at its current level. This means the condition of the street infrastructure will continue to decline. To return to or maintain the average age and condition of the street infrastructure system closer to that expected at mid life, it is estimated that an additional investment in the order of $60 million per year is required beyond the figures shown. For Bridge Infrastructure Renewal, an additional $4 to $5 million per year after 2011 is required to return the bridge infrastructure to an optimal level and maintain that level.

Street Infrastructure Renewal

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Street Infrastructure Renewal						
Purchase Replacement Mudjacking Truck	-	155	-	-	-	155
Street Infrastructure Renewal - Part 1	16,802	24,000	27,000	30,000	33,000	130,802
Street Infrastructure Renewal - Part 2	-	3,698	-	-	-	3,698
Total	16,802	27,853	27,000	30,000	33,000	134,655
Funding Sources						
Current Contributions	5,752	3,635	2,800	3,505	3,417	19,109
Debentures	5,000	-	-	-	-	5,000
Gas Tax (GT)	1,180	7,437	6,832	7,412	-	22,861
Landfill Reserve	1,820	-	-	-	-	1,820
Provincial/Territorial	3,050	-	-	-	-	3,050
Funding Shortfall	-	16,781	17,368	19,083	29,583	82,815
Funding Total	16,802	27,853	27,000	30,000	33,000	134,655

Current Year Programs

Street Infrastructure Renewal – Part 1
This program is to provide preservation to the existing City street infrastructure and to provide funds for implementation of engineering studies, designs, construction, construction management and administration to support the City's street infrastructure renewal.

Portion of funding will be available from Provincial/Territorial Base Funding and Gas Tax fund.

The Program strengthens the street infrastructure which supports public safety, economic development in our community and the environment. Growth of the community and economic success is greatly influenced by road conditions and public perception. A healthy street infrastructure supports commercial and industrial activity.

Future Years Planned Programs

Purchase Replacement Mudjacking Truck
Concrete Services currently uses a Mudjacking Truck that requires replacement due to nearing end of service life. We will be replacing with a more modern and automated system. This will increase productivity as well as lower manpower needs.

Street Infrastructure Renewal - Part 2
This program is to provide preservation to the existing City street infrastructure and to provide funds for implementation of engineering studies, designs, construction, construction management and administration to support the City's street infrastructure renewal.

Portion of funding will be available from Provincial/Territorial Base Funding and Gas Tax fund.

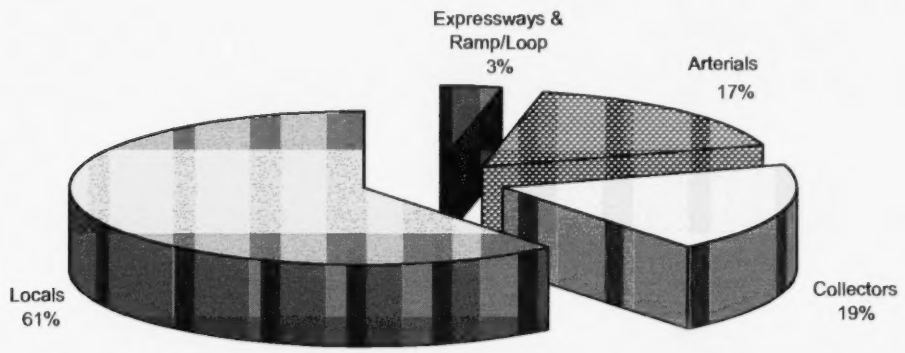
The Program strengthens the street infrastructure which supports public safety, economic development in our community and the environment. Growth of the community and economic success is greatly influenced by road conditions and public perception. A healthy street infrastructure supports commercial and industrial activity.

Based on public surveys, the Road Network rates as one of the highest in terms of importance for service delivery; however, it is the lowest in terms of service satisfaction. The Road Network infrastructure includes:

- 952 kilometres of paved roads,
- 27 kilometres of gravel roadways; and
- 1,340 kilometres of sidewalks.

The functional classification of the road inventory is shown in the following graph.

Road Network Classification



Rehabilitation of existing roads refers to reconstruction and various resurfacing treatments. Two types of reconstruction are used. The first type consists of completely removing the road structure and rebuilding the road from the sub-grade to the surface. The second type is a treatment called full depth reclamation, where the road structure is pulverized, additives are added, and the structure is re-laid. Road reconstruction is typically required on roads with structural deformations or those beyond their design-life (45-50 years).

The resurfacing treatments used include plane and pave, overlays and micro surfacing. The plane and pave treatment consists of milling off a layer of old asphalt and replacing it with a new asphalt surface that is usually thicker than the one that was removed. The overlay treatment consists of laying a new asphalt layer over existing old asphalt surface with minimal or no milling prep work. The micro surfacing treatment consists of laying a very thin layer of modified asphalt over an existing asphalt surface. The resurfacing treatments are typically applied at various stages in a road life-cycle. Micro surfacing would be used

earlier in the life-cycle where the plane and pave or overlay treatments may be used at year 15 or 20 in a road life cycle.

The life cycle of a road typically involves a combination of resurfacing activities until reconstruction is required. A significant portion of the City's street infrastructure is already beyond the expected life (40% of local streets and 17% overall). The remainder still requires appropriate rehabilitation and prevention treatments to ensure network elements reach their expected life.

The amount of road rehabilitation (reconstruction and resurfacing) that has been accomplished since 1993 is shown in the following table.

Road Rehabilitation (Kilometres)

	Street Reconstruction				
Year	Collectors & Arterials	Local Streets	Total	Street Resurfacing	Total Rehabilitation
1993	3.3	2.3	5.6	7.7	13.3
1994	0.3	1.6	1.9	26.8	28.7
1995	0.8	1.5	2.3	8.5	10.8
1996	0.3	0.8	1.1	10.0	11.1
1997	2.7	1.3	4.0	12.2	16.2
1998	0.8	0.2	1.0	9.4	10.4
1999	1.9	1.3	3.2	16.6	19.8
2000	2.0	1.8	3.8	13.0	16.8
2001	1.2	1.4	2.6	17.0	19.6
2002	0.9	0.8	1.7	15.9	17.6
2003	0.7	-	0.7	20.3	21.0
2004	0.5	-	0.5	19.3	19.8
2005	0.4	-	0.4	24.1	24.5
2006	2.2	0.3	2.5	23.7	26.2
2007	-	2.4	2.4	25.9	28.3
2008	0.5	0.2	0.7	34.5	35.2
2009	0.3	0.3	0.6	26.6	27.2
2010	-	0.8	0.8	27.5	28.3
	Annual Average		**2.0**	**18.8**	**20.8**

Over the past 15 years, the average amount of road reconstruction has been 2.0 km per year. To maintain the network's current age profile, almost 10 times that amount is required. In addition, there is insufficient resurfacing completed each year to maintain and preserve the network (about one third the required 60km). Until sufficient work is completed each year, the street infrastructure condition will continue to decline. It is estimated that $65-80 M will be required annually to maintain the existing network in its current condition. Improvement of the network condition will require a greater investment.

Public Works is in the process of implementing contemporary asset management techniques to develop a holistic approach to the investment in the City's roadways. The focus involves developing and implementing the most cost efficient maintenance, preservation and treatment strategies on the right roads at the right time. This approach achieves effective investment in roadways, as well as maintaining an acceptable level of service. As the City utilizes more preservation treatments, which have lower unit costs, the length of roadways rehabilitated will increase. In 2010, approximately 9.8 km of resurfacing was completed using preservation treatments.

Funding for road rehabilitation is insufficient to meet current requirements and backlogs continue to grow with the shortfall in funding from prior years. Increased funding for roadways has resulted in a slight increase in rehabilitation work on the roadways. If current practice continues, it is estimated that in 2020, the high priority

networks will have an average structural age of 43 years and surface age of 11 years. The lower priority networks will have an average structural age of 49 years and surface age of over 33 years.

The City continues to focus rehabilitation on major roadways and collector roadways to provide the most benefit to all motorists. Studies have shown that 80% of the traffic travel occurs on 20% of the total road network. Funding for roadway infrastructure renewal is currently prioritized as follows (from highest to lowest priority):

- Expressways and arterial roadways.
- Collector roadways and bus routes.
- Major local roadways – commercial, industrial, institutional, bus routes.
- Local roadways.

The result of this strategy is that a reasonable level of attention is paid to major roads with minimal funding for local streets.

	Average Age			Projected	Average condition	Average
Road Classification	**in 1994**	**in 2002**	**in 2010**	**Age in 2020**	**(current)**	**Rating**
Arterial	12.8	12.6	12	11.7	74/100	Good
Collector & Ind/Comm	15.1	17.6	11.7	11.4	73/100	Good
Residential	17.6	23.9	28.1	33.7	54/100	Fair

Note: The column "Average Condition (current)" of 74/100 means that the average condition of the particular road is 74 points out of a potential 100 points, which a road in optimum condition would be.

As summarized in the table above, in the last 15 years, arterials have shown gradual improvement, while collectors have had some decline with overall improvement in more recently. The residential locals, however, show a more rapid decline. The average age has increased each year, even with new residentials being added to the network. In addition, the average condition of the arterials and collectors is relatively good, while the condition of the residential network (the largest network) is significantly poorer.

Bridge Infrastructure Renewal

Capital Summary ($000's)	**2011**	**2012**	**2013**	**2014**	**2015**	**Five Year Total**
Capital Expenditures						
Bridge Infrastructure Renewal:						
Bridge Infrastructure Renewal	**6,000**	7,750	7,800	8,000	10,000	39,550
Total	**6,000**	7,750	7,800	8,000	10,000	39,550
Funding Sources						
Current Contributions	**2,000**	267	158	158	1,165	3,748
Gas Tax (GT)	**4,000**	-	605	-	-	4,605
Landfill Reserve	**-**	-	-	-	-	-
Funding Shortfall	**-**	7,483	7,037	7,842	8,835	31,197
Funding Total	**6,000**	7,750	7,800	8,000	10,000	39,550

Bridge Infrastructure Renewal
This program is to provide preservation to the existing City Bridge infrastructure. Bridge preservation project includes major repairs and small repairs for bridges. Typical major repairs/rehabilitation includes repairs to deteriorated sidewalk, deck surfaces and asphalt wearing surfaces, concrete barriers, expansion joints, safety curbs, slope protection, and the approaches on both ends of the deck.

Portions of funding are subject to approval from Gas Tax fund.

Poor bridge conditions affect public safety. City liability for damages and injuries due to bridge condition may increase. As condition declines, maintenance costs rise and the overall life-cycle cost of the bridge increases. A healthy bridge supports commercial and industrial activity.

The City's transportation network includes 43 bridges, including eight rail overpasses, three timber bridges and 32 concrete bridges. The current City of Regina Bridge Maintenance Program (BMP) identified that 16 bridges are in very poor condition, needing either rehabilitation or replacement.

Concrete Bridge Structures are designed with an expected life-cycle of 70-80 years. In order to survive to their full life expectancy, a combination of repairs and rehabilitation activities must be appropriately applied until replacement is required at the end-of-life. A bridge structure needs major repair/rehabilitation works in every 20-25 years in its life cycle. Typical major repairs/rehabilitation includes repairs to deteriorated sidewalk, deck surfaces and asphalt wearing surfaces, concrete barriers, expansion joints, safety curbs, slope protection, and the approaches on both ends of the deck.

The BMP identified 21 bridges that have to be rehabilitated by 2018 on the basis of their current structural health. The City was able to rehabilitate only three bridges and replace one bridge in the last three years. So, it is evident that the aging bridges result in some catch-up spending over the next eight years until 2019. The Roadways Preservation branch has planned for two major repairs/rehabilitations in every year over the next ten years to achieve this target.

Bridges with a Structure Sufficiency Rating (SSR) (Alberta Infrastructure System) of 75 or above are identified as the acceptable condition level by the current Bridge Maintenance Program (BMP). Roadways Preservation's goal is to enhance the level of service rather than halt degradation of the bridges. It has been identified that the current condition needs to be improved to reach the acceptable level within ten years. This will require an investment of $10 million annually (2011 dollars).

The 2011 proposed Bridge Infrastructure Renewal Budget will allow for two major repairs/rehabilitations, preventive repairs on various locations and structural condition assessment of 32 Pedestrian Bridges. The two major repair/rehabilitation locations are Ring Road South Bound Bridge over Dewdney Avenue and Winnipeg Street Bridge over Ring Road.

Priorities are established considering the current funding level implications and impacts on the City's transportation network system. Bridges on major roads and high volume traffic roads are given higher priority. The following bridges are planned for rehabilitation from 2011 – 2015 in order of priority: Ring Road south-bound over Dewdney Avenue, Winnipeg Street over Ring Road, Assiniboine Ramp over Ring Road, Assiniboine Ramp over Wascana Creek, Ross Avenue over Ring Road, Richmond Place over Wascana Creek, Pinkie Road over Wascana Creek, Argyle Street over Ring Road, Ring Road south-bound over McDonald Street and Willowview Street over Ring Road.

Traffic Control and Safety

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Capital Expenditures						
Traffic Improvements:						
Addition of Bucket Truck	-	150	-	-	-	150
Addition of Crane Truck	-	180	-	-	-	180
Addition of Two General Service Trucks	-	100	-	-	-	100
Alley Lighting Improvement Program	10	-	-	-	-	10
Anti-Whistling	-	112	43	50	150	355
Expressway Light Rehabilitation	-	470	470	470	470	1,880
Expressway Light Rehabilitation - Lewvan	150					150
LED Rehabilitation Program	-	-	-	250	250	500
LED Replacement Program	100	290	390	390	-	1,170
New/Enhanced Traffic Signals	-	892	1,000	1,000	1,000	3,892
Noise Attenuation Program	75	75	75	5,000	5,000	10,225
Pedestrian Protection	82	132	127	78	82	501
Quance Street Traffic Study	75	-	-	-	-	75
Residential Street Light Upgrading	-	35	70	70	70	245
Traffic Management and Parking	-	234	235	337	409	1,215
Traffic Signal Rehabilitation	700	885	995	885	995	4,460
Traffic Signals Cable Trailer	-	35	-	-	-	35
Total	1,192	3,590	3,405	8,530	8,426	25,143
Funding Source						
Current Contributions	82	735	457	438	814	2,526
Developer Contributions	-	302	400	400	400	1,502
General Fund Reserve	1,100	-	-	-	-	1,100
Other External	10	50	-	-	-	60
Service Agreement Fees - Roads	-	246	250	250	250	996
Funding Shortfall	-	2,258	2,298	7,442	6,962	18,960
Funding Total	1,192	3,590	3,405	8,530	8,426	25,143

There is significant infrastructure in place to provide for the safe and effective use of the transportation system. This infrastructure is intended to address the needs of traffic and pedestrian users of the system.

Current Year Programs

Alley Lighting Improvement Program
This project arranges for and oversees the installation of alley lights under the Local Improvement Program. Residents apply for alley lighting by submitting a petition for alley lights. When the petition is successful and all of the requirements have been met under the Local Improvement Program alley lights are designed and installed by SaskPower on request of the City of Regina. The capital costs and the electricity costs for a ten year period are recovered from the registered property owners based on established rates in either a lump sum payment or over a ten year period.

Expressway Light Rehabilitation - Lewvan from Parliament to Highway 1 Interchange
This program replaces infrastructure related to City maintained expressway lighting, including: wiring, cabinets, cabinet components, and breakaway pole bases. Labour, materials, supplies, equipment, and consulting/contracted services to complete this work are within the scope of the program. This program rehabilitates the City's 775 expressway poles and the 16 associated control cabinets over a planned 8 year period and results in lower overall maintenance costs due to reduced infrastructure failures. Locations are selected annually based on the condition of the assets. The program for 2011 rehabilitates expressway lights and their associated components along Lewvan Drive between Parliament Avenue and the Highway #1 Interchange.

LED Replacement Program

This is a five year replacement program (installation began in 2009) to replace the City's incandescent traffic signal lamps with the LED equivalent. LED lamps are more efficient, resulting in lower electricity costs and less generation of greenhouse gases. This program will result in electricity cost savings and will meet anticipated legislative requirements banning the manufacture of incandescent light bulbs in 2012. Labour, materials, services, equipment, analysis tools and consulting/contracted services to complete this work are within the scope of the program.

Noise Attenuation Program

This program is to develop a comprehensive road noise strategy and policy that addresses noise predictions and measurements for existing and future developments. The first phase in developing a comprehensive noise abatement strategy is to develop a needs assessment. This assessment would determine noise levels along major arterial roadways adjacent to residential land uses (e.g. Ring Road). The result of the needs assessment will determine if there should be any candidate locations for noise attenuation along the roadways being studied. Should any candidate noise attenuation sites be identified in the needs assessment, a strategy to determine the feasibility of noise attenuation in the City would be developed and implemented. Labour, equipment, software, and consulting/contracted services to complete this work are within the scope of the program.

Pedestrian Protection

This is an annual program to improve pedestrian accommodations and safety for the public throughout the City. Improvements include the installation and rehabilitation of pedestrian corridors, pedestrian half signals, pedestrian crosswalk signs, no parking signs near schools, and the installation of pedestrian fencing adjacent to high speed roadways. Funding typically provides for the installation of one pedestrian corridor and three pedestrian crosswalks, and the rehabilitation of two pedestrian corridors. Labour, equipment, software, and consulting/contracted services to complete this work are within the scope of the program.

Quance Street Traffic Study

Quance Street was originally designed to function as a commercial collector to allow traffic to move with relative ease, from University Park Drive to Prince of Wales Drive, and still have access to the surrounding businesses. The project will assess the overall elements that make up the Quance Street corridor from University Park Drive to Prince of Wales Drive. The study will look into how traffic flow, speed, and signals affect the collision rates and pedestrian safety. The project will ensure that Quance Street functions in a safe and efficient manner.

Traffic Signal Rehabilitation

This is an ongoing annual program performing end of life asset replacement targeting to replace 4% of the City's signalized intersections per year. The program includes the replacement of traffic signal poles, ducts, wiring, controls, lights, detection equipment, audible pedestrian indications, software, other ancillary supplies, and services based on the expected life span of poles and the components. Electronic equipment has a shorter end of life and is replaced based on a ten year end of life replacement need (depending on its condition and operation). Labour, materials, supplies, equipment, analysis tools, software, and consulting/contracted services to complete this work are within the scope of the program. Program locations are selected based on the condition of the signals (and their components) and coordination with major roadway projects. At the end of 2010 approximately 27% (47 sets of signals out of 172) will be over 25 years old and 11% (15 sets of signals out of 172) will be between 15 and 24 years old.

Future Years Planned Programs

Addition of Bucket Truck

This project acquires a bucket truck for the Traffic Signals & Lighting Branch. As capital infrastructure work, maintenance work and rehabilitation projects increase due to continued growth and development within the City and due to aging infrastructure it has become necessary to add an additional aerial lift vehicle to support the multiple programs requiring the use of a resource of this type.

Addition of Crane Truck

This project acquires an additional crane truck for the Traffic Signals & Lighting Branch. As capital infrastructure work, maintenance work and rehabilitation projects increase due to continued growth and development within the City and due to aging infrastructure it has become necessary to add an additional vehicle capable of lifting large and heavy loads to the fleet to allow two separate crews of staff to work on projects both requiring the use of a resource of this type. This additional vehicle ensures that when the current crane truck is out of service that projects are not delayed due to lack of resources.

Addition of Two General Service Trucks

This project acquires additional general service trucks for the Traffic Signals & Lighting Branch. As capital infrastructure and maintenance work increase due to continued growth and development in the City, additional staff are required to continue with the current level of service. These additional staff require additional vehicles for staff to get to work sites.

Anti-Whistling

As required by federal law, railroads must sound their engine whistles while they approach any railway/roadway level crossing. Of the approximately 55 level crossings in Regina, twenty crossings have been identified as locations where anti-whistling would be beneficial to the surrounding community. All locations slated for anti-whistling must pass rigorous safety inspections that often result in upgrades or replacement of the warning devices, such as advanced warning devices and gates. The Capital funding is to cover the costs of safety audits and improvements such as signals, fencing and pedestrian crossings so railway crossings can meet the safety criteria at the locations where anti-whistling is planned. Labour, equipment, software, and consulting/contracted services to complete this work is also within the scope of the program.

Expressway Light Rehabilitation

This program replaces infrastructure related to City maintained expressway lighting, including: wiring, cabinets, cabinet components, and breakaway pole bases. Labour, materials, supplies, equipment, and consulting/contracted services to complete this work are within the scope of the program. This program rehabilitates the City's 775 expressway poles and the 16 associated control cabinets over a planned 8 year period and results in lower overall maintenance costs due to reduced infrastructure failures. Locations are selected annually based on the condition of the assets.

LED Rehabilitation Program

This is an on-going annual program performing end of life asset replacement of LED traffic lamps. The industry standard expected useful life for an LED signal is 5-7 years before its intensity degrades to levels that no longer meet applicable standards and specifications for illumination properties. This useful life therefore requires 20% of the lamps to be replaced annually starting in 2014 upon completion of the 5 year capital LED Replacement Program which replaces all of the City's incandescent traffic signal lamps with the LED equivalent. (This program extends from 2009 to 2013). Labour, materials, services, equipment, analysis tools and consulting/contracted services to complete this work are within the scope of the program.

New/Enhanced Traffic Signals

Based on new development and growth, changes in traffic flow, increasing congestion, pedestrian accessibility and a desire to encourage bicycle, pedestrian and public transit use, new or enhanced traffic signals are required. Projects within this program include the design/installation of traffic signals, the installation of additional/enhanced vehicle detection, changes to signal timing/phasing (including the addition of left turn signal displays), and the installation of accessible pedestrian signals. Labour, materials, supplies, equipment, analysis tools, software, and consulting/contracted services to complete this work are within the scope of the program. In 2011 growth and development require the installation of up to seven new signals based on the projects already identified. One set of traffic signals is planned for installation in response to warrant analysis. The remaining funding is designated for Accessible Pedestrian Signals, left-turn arrows, additional vehicle detection devices and other miscellaneous upgrades and improvements. Locations are elected annually based on warrants (calculated from traffic volume data collected by the City's traffic counting program) and based on growth and development information from the Infrastructure Development Branch.

Residential Street Light Upgrading

This program determines where there is a requirement for additional street lights along roadways (excluding alleys and expressways) that do not currently have lights or require upgraded lighting levels to meet City's current minimum illumination standard. Once program locations are selected this budget arranges for and oversees the installation of the required street lights. Streetlights are designed, installed, and maintained by SaskPower, with funding provided by the City. Electricity costs related to the new assets are funded through the City's annual Operating Budget and are estimated to be $200 (based on the average cost of 17372 total streetlights at a total cost of $3, 318745.72 in 2009) per year per streetlight.

Traffic Management and Parking

This is an annual program consisting of several different traffic safety projects aimed at improving the efficiency and/or safety of on street vehicle movements or support parking control programs. Safety projects typically can be additional turning lanes, channelization, traffic calming, new or improved signing, or pavement markings. Intersection safety is also considered and intersections are analysed for improvements based on potential for collision, traffic volumes, measured delay, public concerns and field observations.

Traffic Signals Cable Trailer

This project acquires a three reel cable trailer (or a two reel cable trailer and one single reel cable trailer) to allow for the efficient transportation of cable reels to traffic signal work sites. The larger capacity has become a necessity due to increased wiring types installed at traffic signal installations.

Other Transportation Projects

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Other Transportation Projects						
9th Ave. N. Winnipeg to McDonald Road Classification Review	150	1,000	-	-	-	1,150
Gravel Road Upgrading	-	125	-	-	-	125
Purchase Snow blower	-	160	-	-	-	160
Railway Crossing	50	50	50	50	50	250
Ring Road Sign Rehabilitation Program	-	30	30	30	30	120
Snow Storage/Disposal Facility Development	-	300	1,000	1,000	1,000	3,300
Tourist Signing Phase II & III	-	50	400	-	-	450
Upgrade Saskatchewan Dr. at Albert St.	-	125	125	4,750	-	5,000
Total	200	1,840	1,605	5,830	1,080	10,555
Funding Sources						
Current Contributions	50	271	10	91	9	431
General Fund Reserve	150	-	-	-	-	150
Other External	-	-	75	200	-	275
Service Agreement Fees (Roads)	-	119	-	-	-	119
Funding Shortfall	-	1,450	1,520	5,539	1,071	9,580
Funding Total	200	1,840	1,605	5,830	1,080	10,555

Current Year Programs

9th Ave. N. Winnipeg to McDonald Road Classification Review

This project is to conduct a study of 9th Avenue North between Winnipeg Street and McDonald Street to ensure the roadway meets City standards for the volume and type of use. The result of the study will determine if detailed design and construction would be necessary and include a multi year implementation plan. If required, construction would be planned for 2012. Labour, equipment, software, and consulting/contracted services to complete this work are within the scope of the program.

Railway Crossing

This program is to upgrade the roadway at railroad crossings to safe railway condition. This program is coordinated with Canadian National Railway and Canadian Pacific Railway programs to upgrade the railroad tracks at the crossings. Two or three crossings are upgraded every year. The activities involved in this program are engineering services, asphalt resurfacing, concrete repairs, and replacing railway seals.

Portion of cost will be shared with the Canadian National Railway and Canadian Pacific Railway. City liability for damages and injuries due to railway crossing condition may increase.

Future Years Planned Programs

Gravel Road Upgrading

Due to new development and annexing of gravel roads, we require upgrading of Courtney Street - Whelan Drive to 350 M North of Mapleford Gate to a dust free all weather surface. Consulting fees for road design will be required. It is our intent to complete internally, however depending on capacity contracting out may be required. This upgrade will address safety and customer concerns. It will also allow us to maintain our level of service to our other high grade gravel roads.

Purchase Snow Blower

Currently Roadway Operations performs street snow removal with existing fleet inventory of 4 Blowers. The nature of the snow removal activity, the levels of service expectations resulting from Downtown Project , growth of City as well as recommendations received in Snow Storage Site Feasibility report result in request to purchase a fifth blower to provide levels of service established in the Winter Maintenance Policy.

Ring Road Sign Rehabilitation Program

There are 44 large green information signs along Ring Road from Victoria Ave to Pasqua St. These signs are beyond their design life and are deteriorating. This program's intent is to replace these signs with new, more visible and functional signs that meet national standards. The recommended rehabilitation program is to replace the signs over a 10 year period (approximately six signs per year). An annual budget of $30,000 is required. Labour, equipment, software, and consulting/contracted services to complete this work are within the scope of the program.

Snow Storage/Disposal Facility Development - Phase I Site Design

The City's vision is to develop an engineered, cost effective snow disposal system that will serve Regina's future needs. The City of Regina has an approved Salt Management Plan fulfilling the City's obligations under provincial and federal legislation. The City's stated goal in regard to snow disposal sites is to use TAC's Syntheses of Best Practices Road Salt Management - Snow Storage and Disposal.

Tourist Signing Phase II & III

This project was designed to build and install additional tourist signs such as trailblazers and programmable variable message signs (VMS). These signs provide direction and information to tourists about the events and attractions that Regina has to offer. Trailblazer signs would be placed at highway entrances to the City where currently there are no signs. Included in this program are two welcome visitors gateway signs to be installed at the North and South Highway No. 6 entrances. Contribution from the City towards capital projects would fund this program. Labour, equipment, software, and consulting/contracted services to complete this work are within the scope of the program.

Upgrade Saskatchewan Drive at Albert Street

This project provides upgrades to Saskatchewan Drive and Albert Street to increase the safety, capacity, and maintainability of the intersection. Anticipated work includes: 1) widening Saskatchewan Drive near the intersection, 2) lengthen turning lanes on Saskatchewan Drive, 3) upgraded traffic signals, 4) new pavement & sidewalks, 5) flattening the grade through the intersection 6) removal of concrete islands, and 7) landscaping. All labour, materials, software, services, equipment, and consulting/contracted services as required for this project are within the project scope. Possible funding partnerships will be considered.

Landfill

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Capital Expenditures						
Fleet Street Landfill:						
Landfill Capping and Closure	-	-	-	3,800	6,100	9,900
Landfill Gas Collection Phase II	-	-	-	100	1,200	1,300
Purchase new track loader/dozer	500	-	-	-	-	500
New Landfill:						
New Landfill Development-Engineering	7,000	-	-	-	-	7,000
Total	7,500	-	-	3,900	7,300	18,700
Funding Sources						
Gas Tax (GT)	1,820	-	-	-	-	1,820
Landfill Reserve	5,680	-	-	3,900	7,300	16,880
Funding Total	7,500	-	-	3,900	7,300	18,700

The City's landfill is located in the northeast corner of the city. The landfill has been in operation at the site since 1961. The entire site occupies approximately 124 hectares, with the approved footprint of the landfill disposal area covering approximately 80 hectares. The current height of the landfill is approximately 45 meters above the surrounding landscape.

Current Year Programs

New Trackloader/Dozer Purchase

A new trackloader/dozer is required to handle an increased volume of landfill material due to the upturn in the City's economy. The landfill has been handling more material, requiring additional maintenance with heavy equipment.

New Landfill

Construction of a new landfill involves the development of cells with a capacity for ten years. Once the capacity of a cell is reached, it will be closed. The long term expansion plan approved by Saskatchewan Ministry of Environment (SMOE) in March 2010, it provides for an eighty year landfill life. This lifespan could be extended, pending potential future waste diversion programs.

The City received Ministerial approval for the landfill expansion in March 2010. A permit to construct and incorporate Phase 1 (South Expansion) was also received. Construction started in July, 2010 and will be completed by December 31, 2010. The projected landfill life at which Phase 1 will reach capacity is 2030.In addition, the landfill expansion requires additional infrastructure to facilitate the traffic flow for disposal at the new cells. This includes new scales, a new scale building and a new storage area for heavy equipment. Funding will cover consulting, contractors, property, materials and any other work, resources, staff, technologies or support.

Plans are to proceed in 2014 – 2015 with the engineering, design and construction of the second cell of Phase 1 of landfill expansion.

Future Years Planned Programs

Landfill Capping and Closure

The City of Regina will seek the services of a consulting firm to:

- develop an updated Closure Plan,
- identify, source and, if necessary, design borrow pit(s) for cover material,

- develop a closure schedule, and
- provide preliminary, pre-design, detailed design and construction engineering services to deliver a Closure Progression Plan for the existing landfill.

The main components of the Landfill Closure Plan requiring updates are: final capping using selected specific layers of earthen materials (engineered cap design), type(s) of vegetation cover, and Post-Closure Plan.

Stage 1 of the Cap and Closure Plan is to cap the completed portions of the top, north and east sides of the existing landfill, with an estimated completion date in 2011. This will be followed by construction and annual monitoring and maintenance. This plan also includes the closed out portions of the existing landfill.

Funding will cover consulting, contractors, property, materials and any other work, resources, technologies or support.

Landfill Gas Collections Phase 2
Municipal solid waste contains significant portions of organic materials. Anaerobic bacteria thrive in the oxygen-free environment, resulting in the decomposition of the organic materials producing primarily carbon dioxide and methane. Landfill gas (LFG) management systems capture the methane and combust it for energy.

Methane collection at the landfill is feasible with potential viability of commercial utilization. An operational gas collection system for the existing landfill (Phase 1 of the LFG Management System), consisting of 27 vertical extraction wells (negative vacuum pressure) drilled into the landfill, was completed in 2007. Funding will cover consulting, contractors, property, materials and any other work, resources, staff, technologies or support.

To date, the City has made several efforts to research and implement the best option for LFG utilization. Subsequent to the termination of the SHEC (Solar Hydrogen Energy Corporation) agreement in early 2010, further external consultant studies are underway with respect to LFG utilization options and associated carbon credits. The main deliverable from this study is the identification of best options for the City for utilization and identification of potential end users of the LFG. The City intends to pursue a LFG utilization project once the recommendations from the study are reviewed.

Funding will cover consulting, contractors, property, materials and any other work, resources, staff, technologies or support.

Waste Collection

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Capital Expenditures						
Solid Waste						
Commercial Container Replacement	17	-	-	-	-	17
Integrated Solid Waste Management System	500	-	-	-	-	500
Waste Plan Regina - Implementation Plan	4,650	11,170	200	200	200	16,420
Total	5,167	11,170	200	200	200	16,937
Funding Sources						
Landfill Reserve	5,167	11,170	200	200	200	16,937
Funding Shortfall	-	-	-	-	-	-
Total Funding	5,167	11,170	200	200	200	16,937

Current Year Programs

Commercial Container Replacement
Commercial containers annual replacement.

Integrated Solid Waste Management System
Provision for future new facilities to deliver the waste management services adopted by Council from the Waste Plan Regina Report. Funding is from the Waste Management Capital Reserve. Work involves planning, engineering, construction, and service delivery contracts.

Waste Plan Regina - Implementation Plan
The Implementation of Waste Plan Regina includes providing property-side recycling, bulky waste pick up and yard and leaf waste collection to 65,000 residences, conversion of back alley shared refuse containers to carts (30,000), construction of a permanent House Hold Hazardous Waste Facility and the creation of a utility billing system for solid waste collection.

Other Capital Projects

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Capital Expenditures						
Other Transportation Projects						
Improvement of soil blending and storing facility	-	20	30	-	-	50
Asphalt Plant						
Granular Material - Salt Management	-	30	70	-	-	100
Upgrade of major components of asphalt plant	-	-	400	150	150	700
Buildings & Yards						-
Trunked Radio System User Gear	-	-	425	-	-	425
Total	-	50	925	150	150	1,275
Funding Source						
Asphalt Plant Reserve	-	-	400	150	150	700
Current Contributions to Capital	-	4	27	-	-	31
Funding Shortfall	-	46	498	-	-	544
Funding Total	-	50	925	150	150	1,275

Future Years Planned Programs

Improvement of soil blending and storing facility
Currently soil mixtures are stored outdoor and are exposed to rain. Wet soils are not workable and require increased labour and equipment time and substantial productivity loses for the landscape maintenance crews. It was estimated by the internal customers that the additional cost to handle wet soils is $20,000 as compared to handling dry soils. The raw materials are stored on clay and after heavy rain the site is not accessible to blend soils for few days. This affects availability of the products to internal crews. To increase customers' satisfaction and reduced their down time it is proposed to pave the area where the materials are stored and build a roof over a portion of blended soils to secure the supply of dry materials for at least a week.

Granular Material - Salt Management
This project is to reduce the environmental impact of storing salt and salt mixtures by eliminating or capturing runoff and removing salt prior to the water entering the sewer system. It will include engineering, procurement, and construction. The project will be funded by general contributions.

Upgrade of major components of asphalt plant
This is a general allocation for upgrading major components of the Asphalt Plant. Each component is evaluated periodically and scheduled for replacement during winter months if probability of total failure to occur within a year is high. The components selected for replacement due to economical reasons will be based on a cost/benefit ratio.

The 2013 portion of the project is to add capacity of cold planings recycling either as major part of emulsion based cold mix or small component of hot mixes.

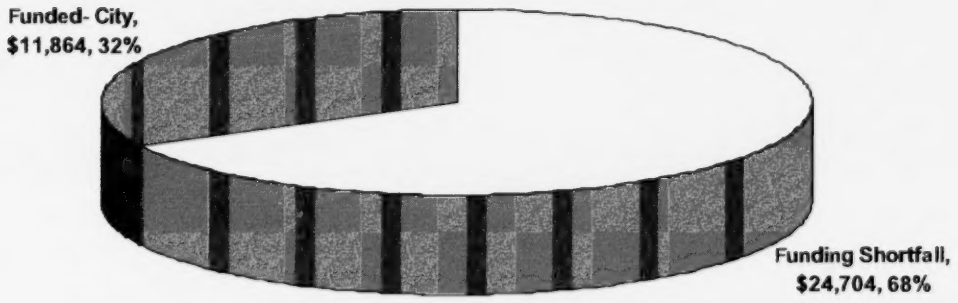
Trunked Radio System User Gear Replacement- General Fund
Trunked Radio System Infrastructure Upgrade will require new user gear (portable and mobile radios) as existing gear will not work on the new Infrastructure.

Community & Protective Services Division

Capital Program Summary

Capital Expenditures (000's)	2011	2012	2013	2014	2015	Five Year Total
Recreation Facilities	590	7,630	6,930	2,350	1,850	19,350
Open Space - Restoration	195	1,188	1,146	1,050	1,100	4,679
Open Space - Upgrades and New Development	615	2,104	360	410	160	3,649
Streetscape	-	320	335	335	335	1,325
Cemeteries	115	145	120	70	175	625
Golf Courses	350	300	270	250	350	1,520
Fire & Protective Services	850	206	2,183	390	75	3,704
Transit	400	616	700	-	-	1,716
Total	3,115	12,509	12,044	4,855	4,045	36,568
Funding Sources ($000's)						
Cemetery Reserve	115	145	120	70	175	625
Current Contributions	1,609	1,070	488	330	210	3,707
Deferred Revenue-Dedicated Lands Charges	465	179	200	-	-	844
General Fund Reserve	576	-	-	-	-	576
Golf Course Reserve	350	300	270	250	350	1,520
Other External	-	40	100	-	-	140
Service Agreement Fees (Parks)	-	1,909	836	1,068	593	4,406
Fleet Replacement Reserve	-	46	-	-	-	46
Funding Shortfall	-	8,820	10,030	3,137	2,717	24,704
Total Funding	3,115	12,509	12,044	4,855	4,045	36,568

The following chart shows the identified capital requirements for the Division over the next five years, and reflects the current funding sources as well as the funding gap.



The Need for Capital Investment

The Capital Program for Community & Protective Services involves restoration, refurbishing, upgrading, and new development or purchase of the Division's assets and equipment. These categories are used to review and prioritize divisional capital project requests.

- **Restore** – Taking care of what we own is a priority. Capital funding is required to return deteriorated assets, equipment or amenities to an acceptable quality standard. Capital investment restores, repairs or replaces an asset, or may reduce or eliminate a safety concern. To maintain the attractiveness of our facilities and amenities, ongoing capital investment is required.
- **Refurbish** – Significant repair and maintenance is often required to extend the functionality, sustainability and the useful life of equipment or assets.
- **Upgrade** – Continuous improvement, including enhancements to existing assets or equipment is required to provide quality, consistent customer service. Upgrading is required when the quality of an existing asset or amenity does not meet current service standards or a technological, ecological or environmental enhancement is available.
- **Develop or Purchase** – Capital investments are often used to acquire a new asset or amenity where demanded by growth, or where restoration or upgrading will no longer meet the needs of our customers.

Typically, priority has been given to maximizing the long-term sustainability of our existing assets and equipment before developing or purchasing new capital assets. At the same time, our municipality must balance the need for new or enhanced infrastructure to respond to growth and changing community needs.

It should be noted that, using the past levels of civic contributions as a guide, there is an identified funding shortfall between the sources of funding available to the Division and the Division's capital expenditures for 2011 – 2015. In 2010, City Council approved the Recreation Facility Plan, and the Transit Investment Plan, which include numerous recommendations regarding management of current assets and capital budget investment to address future service delivery options. The Fire & Protective Services Accreditation and Parks and Open Space Department Asset Management Plan will provide valuable information and give direction to the current and future asset management in these departments.

- Implementation of the recommendations in the Recreation Facility Plan will guide future capital investment in arts, culture, recreation and sport facilities. It is anticipated that approximately $100 million dollars over the next 10 to 15 years will be required to complete the recommendations in the plan. Funding from the City as well as investment from the private sector, other orders of government and community partners will be required.

- Implementation of the service standards and recommendations in the Transit Investment Plan will require significant capital investment in the years ahead.

The Fire & Protective Services Department will continue to pursue accreditation from the Commission on Fire Accreditation International, through the Centre for Public Safety Excellence. To attain accreditation, the department will use a template to evaluate performance: governance and administration, assessment and planning, goals and objectives, financial resources, programs, physical resources, human resources, training and competency, essential resources, and external systems relations. This process will assist in the determination of capital investment requirements into the future. The current inventory of Self Contained Breathing Apparatus must be replaced in 2011. The equipment is worn by fire fighters to provide breathable air in an 'immediate danger to life and health' atmosphere, and has reached the end of its useful life.

The Parks & Open Space Asset Management Plan will produce a 20 year restoration plan addressing aging and deteriorating assets, such as the multi-use pathways, irrigation systems, parks, open space and the urban forest. Significant capital investment in the years ahead will be required to restore and maintain these assets.

Recreation Facilities

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Recreation Facilities and Equipment						
Recreation Equipment and Furnishings	100	200	200	200	200	900
Recreation Facility Plan						
Athletic Fields/Sport Facilities Restoration, Repair and Upgrades	50	250	250	250	250	1,050
Capital Partnership Program	-	1,000	1,000	1,000	1,000	4,000
Multi-Use Pathway	-	1,700	400	900	400	3,400
Sandra Schmirler Leisure Centre Destination	-	300	900	-	-	1,200
North Central Shared Facility						
North Central Shared Facility	440	4,180	4,180	-	-	8,800
Total Expenditures	590	7,630	6,930	2,350	1,850	19,350
Funding Source						
Current Contributions	564	299	283	170	146	1,462
General Fund Reserve	26	-	-	-	-	26
Other External	-	-	100	-	-	100
Service Agreement Fees (Parks)	-	1,696	623	855	380	3,554
Funding Shortfall	-	5,635	5,924	1,325	1,324	14,208
Total Funding	590	7,630	6,930	2,350	1,850	19,350

Current Year Programs

Recreation Equipment and Furnishings
The City of Regina operates a number of arts, culture, recreation and sport facilities. Funds from this program budget are used for the replacement, revitalization and sustainability of recreation equipment and furnishings. A life cycle replacement plan has been developed to guide purchases and ensure customers have access to safe reliable equipment that satisfies program needs and customer expectations.

Athletic Fields /Sport Facilities Restoration, Repair and Upgrades
The City of Regina operates, schedules and maintains athletic fields and sport facilities including 94 sport fields, 179 ball diamonds, 25 outdoor tennis sites, and the Canada Games Athletic Complex. Funding is required each year to ensure that the playing fields and facilities are maintained in accordance with current operating standards and to ensure that participants and spectators have access to quality facilities. In 2010 funding was used to: complete a major restoration of the University Park Athletic Field; start construction on a backstop upgrade at Currie Field; and install a scoreboard at Optimist Field. In 2011, the funding is to redevelop the dugouts at Currie Field and for bleacher and field maintenance at Currie and Optimist Ball diamonds. The Community Services Department is currently conducting a review of the existing athletic field and outdoor sport facilities which will guide the prioritization of future restoration, repair and upgrade projects, repair and upgrade projects.

North Central Shared Facility
This unique facility will showcase a new service concept and will utilize an integrated approach to provide and deliver a variety of community based cultural, social, educational, recreational and health services in one facility. This project represents a collaborative partnership with other levels of government, community organizations, service providers, and the community. This new shared services approach will have a significant and positive impact on the North Central neighbourhood and the entire city. This project will require financial contributions from all three orders of government and other partners. The funding in 2011 is for the City's portion of the detailed design, and funding in 2012 and 2013 is for construction.

Future Years Planned Programs

Capital Partnership Program
The Community Services Department is developing a partnership planning framework to encourage and enable community leadership and participation in the development and revitalization of arts, culture recreation and sport facilities. Funds in this capital program are required to establish a capital reserve that can be utilized to support facility development projects that have community organizations as partners, and that are consistent with the recommendations in the Recreation Facility Plan. In 2011 the Community Services Department is developing a partnership framework. Once the framework is approved it will assist the development of partnerships with community groups to advance the implementation of the Recreation Facility Plan in 2012 and beyond.

Multi-Use Pathway
Research conducted as background for the Recreation Facility Plan confirmed that pathway development is rated by Regina residents as the highest priority for recreation infrastructure. The current multi-use pathway system located on City owned land and in Wascana Centre includes 30 kilometres of paved pathway. In conjunction with the construction of the Courtney Street extension planned for 2012, the Community Services Department intends to develop the multi-use pathway from Ritter Avenue to Sherwood Drive. This pathway will provide a crucial off-street link for the northwest communities and will allow access to the existing pathway network for recreation and commuting. The Recreation Facility Plan identifies this pathway link as a priority. Future pathway development will be guided by the Transportation Master Plan, which is being developed as part of the Official Community Plan.

Sandra Schmirler Leisure Centre Destination
A site master plan is currently being developed to create a community destination through enhancement of the outdoor space around the Sandra Schmirler Leisure Centre. This development is consistent with the recommendations in the Recreation Facility Plan. New amenities will include a fully accessible ramped playstructure for and a new comprehensive spray pad. The Arcola East Community Association will be a partner in this initiative.

Open Space Restoration

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Irrigation System Improvements						
Irrigation System Improvements	-	400	400	400	400	1,600
Restoration:						
16' Parks Turf Mower	-	118	-	-	-	118
72" Parks Turf Mower	-	20	-	-	-	20
Multi-use Pathway Asphalt Recapping	195	195	195	195	195	975
Parks and Open Space Restoration	-	400	400	400	450	1,650
Radio System User Gear Replacement	-	-	96	-	-	96
Water Features Restoration	-	25	25	25	25	100
Athletic Surfaces						-
Backstop Restoration	-	30	30	30	30	120
Total	195	1,188	1,146	1,050	1,100	4,679
Funding Source						
Current Contributions	195	255	86	74	23	633
Funding Shortfall	-	933	1,060	976	1,077	4,046
Funding Total	195	1,188	1,146	1,050	1,100	4,679

The City manages diverse open spaces with various levels of development and use. The open spaces range from high quality, high use parcels such as Kiwanis Park and Victoria Park to minimally developed open spaces such as utility parcels, pipeline rights-of-way, and storm channel fringes.

Current Year Program

Multi-use Pathway Asphalt Recapping

Residents and visitors enjoy 30 kilometres of multi-use pathway throughout Regina. Some sections of the pathway are in need of immediate recapping, with the remainder needing to be recapped over the next few years to keep them in good, usable and safe condition. Started in 2010, as a project phased over 10 years, recapping includes cleaning and applying tack oil to the area to be recapped and supplying and installing 50 mm of hot mix asphalt. The cost is $65,100 per kilometre for a three metre wide path, for a total cost of $1,953,000.

Future Years Planned Programs

Irrigation System Improvements

Funding is directed at restoring and replacing deteriorated irrigation system components to ensure effective operation in the City's parks and open space. This typically includes lifecycle replacement of quick coupler valves, sprinklers, automated valves, valve boxes, water lines, water service boxes, pump stations, computer system software and hardware, and the decommissioning and abandonment of water service boxes.

Restoration

16' Parks Turf Mower

This funding represents the acquisition of a 16' riding mower for mowing parks turf. As the total area of open space increases, additional equipment is required to meet current maintenance standards. The department last acquired a wide-area mower in 2003. Over the last seven years, an additional 35 hectares of open space has been added to the maintenance inventory.

72" Parks Turf Mower
This funding represents the acquisition of a 72" riding mower. As the total area of open space increases, additional equipment is required to meet our current maintenance standards. The department last acquired a 72" mower in 2003. Since then, an additional 35 hectares of open space has been added to the maintenance inventory.

Parks and Open Space Restoration
This funding is used to restore or replace deteriorated open space amenities to a safe and useable condition. Funding is used for activities such as major turf repair, furniture and fixture replacement, pathway surface repairs, tree and shrub bed replacement, drainage improvements, and upgrades to the protective surfacing zones beneath play structures.

Radio System User Gear Replacement
In 2013, the current radio system, used corporately by Fire, Police, EMS, outside agencies and several internal departments, including Parks & Open Space, will be replaced with a new system. Funding is required to replace any portable or mobile radios that are currently in use, that will not be compatible with the new system. The current system has undergone several upgrades since its inception approximately 10 years ago. The last software release has been installed however, no further upgrades will be available, making the purchase of new equipment mandatory.

Water Features Restoration
Water features, comprising of waterfalls and fountains at Wascana View Park, Kiwanis Waterfall Park, Lakewood Park, Rochdale Park and Queen Elizabeth II Courtyard, have reached their maturation point and do not operate as originally designed. A condition assessment on each of the water features, completed in 2010, will provide recommendations for repair, replacement or decommissioning. These recommendations will be phased in over the next four years.

Athletic Surfaces

Backstop Restoration
This program provides funding for the restoration or decommissioning of ball diamond backstops. Based on the recommendation of the Athletic Field Study, which provides principles, guidelines, standards and policies to guide the development and management of athletic surfaces, the Study includes criteria for prioritizing capital projects. Ball diamond backstops typically deteriorate as a result of significant use of the ball diamond. Restoration is prioritized by ball diamond use as well as consideration for the safety of users and spectators.

Open Space Upgrades and New Development

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Outdoor Play Amenities						
Outdoor Play Amenity Upgrades	150	-	160	385	160	855
Universally Accessible Play Structures	-	300	-	-	-	300
Upgrades and New Development						
CPTED Improvements	-	25	-	25	-	50
OSMS Park Upgrades	465	179	200	-	-	844
Rawlinson Park Redevelopment	-	1,600	-	-	-	1,600
Total	615	2,104	360	410	160	3,649
Funding Sources						
Current Contributions	-	406	28	60	19	513
Dedicated Lands Reserve	465	179	200	-	-	844
General Fund Reserve	150	-	-	-	-	150
Other External	-	40	-	-	-	40
Funding Shortfall	-	1,479	132	350	141	2,102
Funding Total	615	2,104	360	410	160	3,649

Current Year Programs

Outdoor Play Amenity Upgrades

Currently, 27 of the City's 153 playgrounds do not meet current Canadian Standards Association (CSA) Standards. Nine of the 27 are wooden structures that are constructed of CCA treated timber. The Community Services Department is developing a program to ensure the distribution of play structures within a reasonable distance (typically 800 metres) from each household. This standard will be met either through replacement of an existing structure or removal of a structure and installation in another location. The availability of play structures on public and separate school property will be considered when selecting the location for new or relocated equipment. In 2010, funds from this program were used to replace wooden structures in Leslie Park, New Albert Park and Jenkins Drive Park. The program will continue to replace or remove non-compliant playgrounds to ensure community needs are met.

OSMS Park Upgrades

Funding from this program is used for the redevelopment of park space and park amenities that are considered to be in poor quality and fit with the recommendations of the Open Space Management Strategy and the Recreation Facility Plan.

Future Years Planned Programs

Outdoor Play Amenities

Universally Accessible Play Structures

Currently the City of Regina has one fully accessible structure located at Rick Hansen Optimist Playground and another large structure with accessible elements at the South Leisure Centre. The goal is to have a large, ramped, fully accessible structure in each zone, to provide play opportunities and full access for all children and adults, including those who have a disability. The Community Services Department has been working with four of the local Optimist Clubs of Regina and other community organizations to develop a funding partnership to assist with the construction of an accessible play structure for the central zone at the Core Ritchie Neighbourhood Centre. At this time the Optimist Clubs have committed a minimum of $40,000 to the project.

Upgrades & New Development

CPTED Improvements
The Crime Prevention Through Environmental Design (CPTED) program involves evaluation of sites in response to safety concerns of stakeholders or the general public. Funds from this program provide for modification and renovation of existing facilities which can accommodate program opportunities and address safety issues. CPTED projects in 2010 included improvement of site lines in Victoria Park through the removal of shrubs and trees and implementation of some physical changes at Rick Hansen Optimist Playground.

Rawlinson Park Redevelopment
Rawlinson Crescent Park is 4.12 hectares of undeveloped open space located in south west Regina. When the land was dedicated by the developer more than 25 years ago, several roadways were planned to be built through the space at a later date, so the land was not developed as a neighbourhood park. In 2011 Development Engineering Department plans to extend Queen Street and Parliament Avenue to provide a connection to Harbour Landing. The development of these roads will create a boundary for the park space. In 2012 funds will be used to landscape the park space and create a buffer between the roadways and existing residences.

Streetscape

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Streetscape Development:						
Arterial Street Tree Planting - New Development	-	100	100	100	100	400
Master Tree Planting Plan - Regina Urban Forest Management Strategy	-	85	100	100	100	385
Plant Material Establishment Funding	-	135	135	135	135	540
Total	-	320	335	335	335	1325
Capital Funding						
Current Contributions	-	23	21	19	14	77
Service Agreement Fees (Parks)	-	213	213	213	213	852
Funding Shortfall	-	84	101	103	108	396
Funding Total	-	320	335	335	335	1,325

Future Years Planned Programs

Arterial Street Tree Planting - New Development
This project comprises of tree planting at city gateways, major arterials, intersections, and underpasses within or servicing new development areas. Projects included in this category may be eligible for funding from Servicing Agreement Fees. Landscape development plans for these projects typically include trees, shrubs, grass, flower beds and/or hard-surface landscaping, irrigation, furnishings and other amenities. Funded partially by Servicing Agreement Fees, this program contributes to an attractive open space system.

Master Tree Planting Plan - Regina Urban Forest Management Strategy
This comprises of tree planting projects at city gateways, major arterials, intersections, and underpasses, as determined and prioritized in the Master Tree Planting and City Nursery Production Plan, which can be found in Appendix M of the Regina Urban Forest Management Strategy (RUFMS). The RUFMS provides a comprehensive strategy for managing Regina's urban forest in an arboriculturally sound and cost-effective manner. Landscape development plans for these projects typically include trees, shrubs, grass, flower beds, hard-surface landscaping, irrigation, furnishings and other amenities.

Plant Material Establishment Funding
Newly planted trees and shrubs in new developments are watered weekly for a three-year period to ensure establishment and survival of the new plant material. Any plantings that fail to survive this three-year period are replaced. Funded substantively through Servicing Agreement Fees, this program supports plant establishment, which significantly impacts and enhances the attractiveness of Regina's urban forest.

Cemeteries

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Cemetery Improvements and Repairs:						
Cemeteries General Allocation	115	145	120	70	175	625
Total	115	145	120	70	175	625
Funding Sources						
Cemetery Reserve	115	145	120	70	175	625
Funding Total	115	145	120	70	175	625

Current Year Programs

Cemeteries General Allocation
The Cemeteries General Allocation, funded entirely through the Cemeteries Reserve, is used to sustain the cemeteries' assets to ensure the cemetery program continues to effectively operate its two locations: Regina Cemetery and Riverside Memorial Park Cemetery. The work typically funded through the General Allocation includes the construction of monument strip foundations, columbarium purchases and installation, new and infill tree and shrub plantings, landscape upgrades, road repairs, sign installations, and irrigation restoration. The cemetery program operates on a cost-recovery basis. Fees and charges are established to offset annual operating costs, as well as the cemeteries' capital needs. Fees and charges for 2010 and 2011 were approved by City Council in April 2010.

Golf Courses

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
General Golf Course Projects:						
Golf Courses General Allocation	350	300	270	250	350	1,520
Total	350	300	270	250	350	1,520
Funding Sources						
Golf Course Reserve	350	300	270	250	350	1,520
Funding Total	350	300	270	250	350	1,520

Current Year Programs

Golf Courses General Allocation
The Golf Courses General Allocation, funded entirely through the Golf Course Reserve, is used to sustain the golf courses' assets to ensure that the golf course program continues to operate effectively at its four locations: TorHill, Murray, Joanne Goulet and Lakeview Par 3. The capital work typically funded through

the General Allocation includes mitigation of water erosion, course restoration and improvements, tree removal and replacement and irrigation systems restoration. The Golf Course Management and Financial Plan, approved by City Council in 1999, establishes the capital development strategy for golf courses in the context of course revenues. A three year fee schedule, 2010 - 2012, was approved by City Council in February 2010.

Fire & Protective Services Department

Capital Summary (000's)	2011	2012	2013	2014	2015	Five Year Total
Other Equipment Fire						
Fire Capital Equipment Restoration	-	75	75	75	75	300
Radio System Infrastructure Upgrade	-	-	1,520	-	-	1,520
Radio System User Gear Replacement	-	-	313	-	-	313
Self-Contained Breathing Apparatus (SCBA)	850	-	-	-	-	850
Thermal Imaging Cameras	-	-	-	65	-	65
Traffic Signal Pre-emption	-	106	-	-	-	106
Training Props	-	-	250	250	-	500
Wellness/Fitness Equipment	-	25	25	-	-	50
Total	850	206	2,183	390	75	3,704
Funding Sources ($000's)						
Current Contributions	850	7	55	8	9	929
Funding Shortfall	-	199	2,128	382	66	2,775
Funding Total	850	206	2,183	390	75	3,704

Current Year Programs

Self-Contained Breathing Apparatus (SCBA)

This equipment is worn by fire fighters to provide breathable air in situations of 'immediate danger to life and health'. The Department currently owns and maintains 100 self contained breathing apparatus (SCBA) and 250 air cylinders. The equipment will reach its life expectancy in 2011 and must be replaced. The Department maintains a ratio of 2.5 air cylinders to 1 SCBA.

Future Years Planned Programs

Fire Capital Equipment Restoration

This program consists of two components; apparatus restoration and equipment replacement. Analysis of fire fleet maintenance identified the need for one major repair of front line apparatus over the course of the unit's lifetime. These repairs can be of varying nature from engine rebuilds to pump replacement, structural repair to aerial ladder preventative maintenance. In some cases, betterment is achieved by purchasing items that can reduce work place injuries, improve operational efficiency, reduce on-going costs or retrofit a vehicle to meet new regulations. The equipment replacement component addresses unfunded equipment replacement needs. Equipment life cycle analysis was completed and identified funding gaps based on life expectancy and no identified programs to replace these assets. Items in this category are related to nozzles, fire appliances, tool kits, and specialty items such as gas monitors, water and technical rescue equipment.

Radio System Infrastructure Upgrade

The Trunked Radio System Infrastructure was upgraded in 2003 and many of the existing components are at the end of their life cycle. This project will facilitate a gradual, financially and technically feasible system migration to the P25 System. Public Safety users require a Public Safety Grade Project 25 (P25) System.

P25 is a suite of standards for digital radio communications for use by federal, provincial and local public safety agencies in North America that allow communication with other agencies and mutual aid response teams during emergencies.

Radio System User Gear Replacement
The City's Trunked Radio System that hosts over 1300 public safety and public service radio users requires upgrading. The existing system was implemented in 2003 and is at the end of its life cycle. System infrastructure upgrades will render some models of mobile and portable radio equipment inoperative and obsolete, therefore replacement is required. Upgrading existing devices where possible is considerably less expensive than replacement. The department's 92 portable radio devices are upgradable to the new system and the 61 mobile radio devices require replacement.

Thermal Imaging Cameras
The department currently has 11 thermal imaging cameras deployed on emergency response apparatus. This equipment has proven invaluable in locating fire victims, and/or fire and heat sources in extreme smoke and related emergency conditions. These cameras have a five-year life expectancy. Funding is for the replacement of all cameras.

Traffic Signal Pre-emption
This is an ongoing project. In 2007, a review of the existing placement of traffic pre-emption equipment was conducted and additional equipment was purchased. This system will allow fire apparatus responding to an incident to control the flow of traffic, thereby improving the response time. Program expansion is requested due to population and property development growth. Additional devices are needed in order to maintain the department's response time objective.

Training Props
The department is developing a business plan for the initiation of an academy to deliver training programs for a targeted market and generate revenues to offset sunk costs for mandatory staff training and development. The props will assist in the delivery of the programs. The plan for the academy will be completed in 2011 and will influence the project budget and list of required training props.

Wellness/Fitness Equipment
The Wellness/Fitness Program promotes fitness and well-being of employees which allows them to meet the physical demands and challenges of the fire-fighting profession. The department cost shares fitness equipment with the employee organization and is developing a peer fitness program. Existing equipment has reached the end of its lifecycle and needs to be replaced.

Transit Department

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Transit Buses and Vehicles						
Refurbish Transit Buses	300	200	-	-	-	500
Paratransit Buses						
Expansion of Paratransit Fleet	-	230	-	-	-	230
Facilities and Equipment						
Cash Office Equipment	-	46	-	-	-	46
Downtown Bus Stop Improvements	100	-	-	-	-	100
Maintenance Equipment	-	140	-	-	-	140
Radio System User Gear Replacement	-	-	700	-	-	700
Total	400	616	700	-	-	1,716
Funding Sources ($000's)						
Current Contributions	-	80	15	-	-	95
General Fund Reserve	400	-	-	-	-	400
Fleet Replacement Reserve	-	46	-	-	-	46
Funding Shortfall	-	490	685	-	-	1,175
Total Funding	400	616	700	-	-	1,716

Current Year Programs

Transit Buses & Vehicles

Refurbish Transit Buses
Refurbishment of older transit buses is essential to ensure the buses meet the projected life expectancy target of 18 to 20 years. Refurbishing older buses is essential to ensure the vehicles pass the structural inspections and are not removed from service prior to the expected service life span. Fleet maintenance at Transit requires ongoing monitoring and review of the physical condition of the buses to identify structural issues that may lead to safety concerns. Buses must meet the requirements of the annual legislated safety inspection or they will be removed from service. The buses that will be refurbished under this program include both used buses that have been purchased from other transit systems for use over a three to five year period, and newer buses in the existing transit fleet that are at their half-life point. Restoration work could range from minor repairs and painting, through to a complete structural and mechanical refurbishment. The refurbishing program will likely be phased out in the next three years, as by that time all buses that will require refurbishing will have been refurbished or retired from the fleet. It should be noted that this work is critical in the next couple of years as a number of existing, older buses must be refurbished in order to stay in service and pass any future safety inspections.

Downtown Bus Stop Improvements
This project involves the acquisition and installation of shelters for passengers and improved transit information for the downtown area along 11th and 12th Avenues.

Future Years Planned Programs

Paratransit Buses

Expansion of Paratransit Fleet
Funding is requested to purchase two new Paratransit Buses. Paratransit has many requests for trips that cannot be accommodated with the current Paratransit fleet. Currently, customer service is compromised because the demand exceeds the available service. Paratransit is averaging 1,200 requests for trips each month that cannot be accommodated. The addition of two Paratransit vehicles and corresponding service

hours will increase the capacity of Paratransit. New buses would be used primarily Monday to Friday during peak hours when it is most difficult to meet the customer demand for service. The addition of two buses will increase customer satisfaction and begin to address some of the ongoing service demands.

Facilities & Equipment

Cash Office Equipment
Funding is needed to purchase a new cash sorter and wrapper. This equipment purchase is funded through the Transit Equipment Reserve and is the regular replacement cycle for the cash office sorting, counting and wrapping equipment.

Maintenance Equipment
Due to the complexity of today's bus designs, some new tooling and additional equipment is required by the Maintenance branch to properly maintain the fleet. Items required are two portable vehicle hoists, Cummins diesel engine tooling and DPF cleaning equipment.

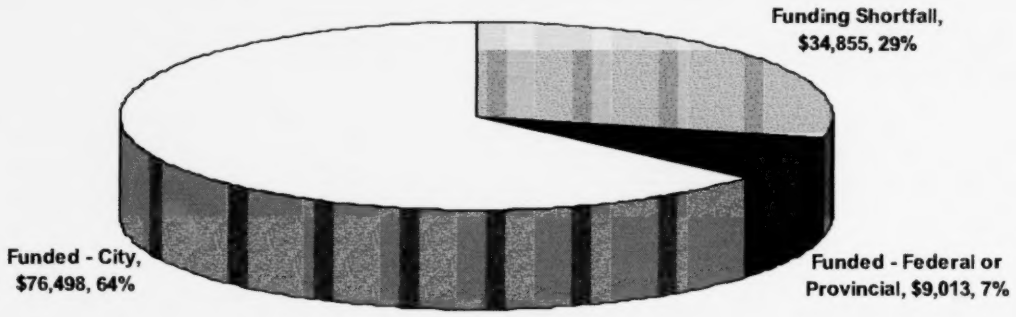
Radio System User Gear Replacement
Replacement of existing radio system as part of a City-wide initiative in 2013 will be compulsory.

Planning & Development Division

Capital Program Summary

Capital Expenditures ($000's)	2011	2012	2013	2014	2015	Five Year Total
Land Development	2,800	2,100	1,400	500	500	7,300
Official Community Plan	1,975	1,200	425	-	-	3,600
City Centre Development	-	3,135	8,949	9,664	7,333	29,081
Roadway Network Improvements	22,700	11,935	33,000	8,850	3,300	79,785
Other Transportation Projects PD	-	150	150	150	150	600
Total	27,475	18,520	43,924	19,164	11,283	120,366
Funding Sources ($000's)						
Current Contributions	263	1,046	2,927	1,590	1,047	6,873
Developer Contributions	300	3,936	2,580	2,100	-	8,916
General Fund Reserve	3,220	-	-	-	-	3,220
Urban Highway Connector Program	4,313	-	-	-	-	4,313
Land Development Reserve	3,400	2,100	1,400	500	500	7,900
Provincial/Territorial	4,700	-	-	-	-	4,700
Service Agreement Fees (Parks)	583	412	420	464	-	1,879
Service Agreement Fees (Roads)	10,696	6,888	22,549	5,777	1,800	47,710
Funding Shortfall	-	4,138	14,048	8,733	7,936	34,855
Funding Total	27,475	18,520	43,924	19,164	11,283	120,366

The following chart shows the identified capital requirements for the Division over the next five years, and reflects the current funding sources as well as the funding gap.



Land Development

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Ross Industrial Land Development						
Ross Industrial Phase II	800	1,000	400	-	-	2,200
North Argyle Land Development						
North Argyle Land Development	1,500	1,000	1,000	500	500	4,500
Land Development						
Imperial Esso refinery Property Winnipeg	400	-	-	-	-	400
Parliament Place	100	-	-	-	-	100
Riverside	-	100	-	-	-	100
Total	2,800	2,100	1,400	500	500	7,300
Funding Sources						
Land Development Reserve	2,800	2,100	1,400	500	500	7,300
Funding Total	2,800	2,100	1,400	500	500	7,300

The City undertakes industrial land development to ensure a sufficient supply of industrial land is available for development. As an owner of land undertaking land development the City is responsible for the developer's share of subdivision and infrastructure fees and costs. The City also owns land suitable for residential and commercial development. As land in these areas is developed the City as owner may incur costs for the continued planning, consulting, and development. All funds for land development are sourced from the Land Development Fund Reserve. Establishment of a Land Development Reserve is proposed for the 2011 budget to support the ongoing investment in land holdings and land development in the future.

Current Year Programs

Ross Industrial Land Development Phase II
This project includes building the infrastructure required to service industrial land in the Ross Industrial Park. The city is the primary developer of industrial lands and this project will ensure a supply of industrial land at a reasonable cost. The project will fulfill demand for land in this area and will generate revenue for the City. Funding for this project is from the Land Development Reserve.

North Argyle Land Development
The project will maximize the value of existing land and ensure the land is available to enable growth. The project will fulfill the expected demand for land in this area with development phased over a few years. The funds will support servicing of the land to accommodate residential and commercial demand. Funding for this project is from the General Fund Reserve.

Imperial Esso Refinery Property Winnipeg Street North
This project involves the preparation of a Phase II Environmental Site Assessment on a City owned property at 333 Winnipeg Street North. The site was the former Imperial Oil Refinery. Imperial Oil conducted a phase I assessment and subsequently the City of Regina and the Ministry of Environment agreed to a joint venture to conduct a phase II environmental site assessment in 2010. The purpose of the phase II assessment is to determine the level of public health risk at this time. The project is being funded by carry forward from a 2009 Real Estate project.

Parliament Place
This project includes the design and construction of utility services to City owned land adjacent to Parliament Avenue and Queen Street. The land has not been serviced because public utilities have not

been available to the area. Once the extension of Parliament Avenue from Argyle Street to Lewvan Drive proceeds, the utilities will be installed for the purpose of developing this land for residential or commercial use. The developed land will then be sold to generate revenues for the City. Funding for this project is from the General Fund Reserve.

Future Years Planned Programs

Riverside Land Development Study
Residential Land Development - This project includes a study to evaluate the market demand and feasibility of developing the city owned lands in the Riverside area. The project will provide guidance with respect to the future use of the land and will provide opportunity to maximize the value of the land to generate revenues for the City. Funding for this project is from capital carryforward from a 2009 Real Estate Project.

Official Community Plan

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Development of the Official Community Plan						
Development of the Official Community Plan	1,975	1,200	425	-	-	3,600
Program Total	1,975	1,200	425	-	-	3,600
Funding Sources						
Current Contributions	-	147	55	-	-	202
General Fund Reserve	1,580	-	-	-	-	1,580
Service Agreement Fees (Parks)	158	75	35	-	-	268
Service Agreement Fees (Roads)	237	75	35	-	-	347
Funding Shortfall	-	903	299	-	-	1,202
Funding Total	1,975	1,200	425	-	-	3,600

Current Year Programs

Development of the Official Community Plan
This project will result in a new Official Community Plan (OCP) for Regina, replacing the Regina Development Plan. The OCP will describe what kind of city Regina intends to become and include a policy framework that will guide how it will get there in the context of the city's physical, environmental, economic, social, and cultural development. Developing the OCP will require data collection and analysis for studies such as the Transportation Master Plan (TMP), public engagement and consultation, growth scenario development, and policy development, refinement and testing along with communications and change management components. The OCP is a capital expense. The majority of activities will be partially funded by Service Agreement Fees (SAF) at 25% of the capital project cost, split 1/3, 1/3 1/3 between Utility Servicing Agreement Fees, Roads and Related Servicing Agreement Fees and Parks and Recreation Servicing Agreement fees as the project will encompass all three areas. Funding for the TMP will be provided through 75% Current Contributions to Capital and 18.75% Roads and Related Servicing Agreement Fees and 6.25% Parks and Recreation Servicing Agreement Fees.

City Centre Development

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
City Centre Development						
DNP - Planning and Conceptual Design Projects	-	175	515	309	206	1,205
DNP - Implementation Support Fund	-	100	100	100	100	400
DNP - Urban Design and Construction Projects	-	1,056	953	6,103	6,450	14,562
DNP - City Square WOW Project	-	978	5,150	-	-	6,128
Downtown Storefront Office for City Centre	-	-	45	-	-	45
Lorne Street Revitalization	-	-	214	1,288	-	1,501
Montreal Street Greenway	-	142	428	320	320	1,208
Neighbourhood Plan Preparation	-	258	258	258	258	1,030
Scarth Street Revitalization	-	428	1,288	1,288	-	3,003
Total Expenditures	-	3,135	8,949	9,664	7,333	29,081
Funding Sources ($000's)						
Current Contributions	-	666	1,497	1,417	855	4,434
Service Agreement Fees (Parks)	-	77	270	464	-	811
Funding Shortfall	-	2,393	7,182	7,784	6,479	23,837
Total Funding	-	3,135	8,949	9,664	7,333	29,081

Future Years Planned Programs

Downtown Neighbourhood Plan Implementation (DNP) – Planning and Conceptual Design Projects
The Downtown Neighbourhood Plan identifies a series of consulting projects necessary to successfully implement the plan and stimulate private investment. These projects include:

Downtown Housing Pilot Projects, Facade Renewal
Incentives Program, Signage and Wayfinding Strategy, and a Heritage Features Review/Program.
The City's Current Contribution to Capital funds this project.

Downtown Neighbourhood Plan Implementation (DNP) – Implementation Support Fund
In the 2011-2015 timeframe, there will be ongoing learning on what the ongoing capital costs will be to implement the new and evolving construction and maintenance standards that support Regina's Downtown Neighbourhood Plan. These Capital finds are to cover the unexpected incremental costs of developing and achieving the new standards.

Downtown Neighbourhood Plan Implementation (DNP) – Urban Design and Construction Projects
A series of strategic urban design and construction projects will spur private investments and future capital investments in the downtown, as recommended in the Downtown Neighbourhood Plan. These projects include: Albert Street Urban Design Upgrades (Victoria Avenue to 13th Avenue - Pilot Project), Downtown Streetscaping, Enhancements related to Transit Improvements, Victoria Avenue Ceremonial Route, and Queen Elizabeth Court Best practices training and capacity building will be required to implement these projects. The City's Current Contribution to Capital funds this work.

Downtown Neighbourhood Plan Implementation- City Square WOW Project
The City Square project is the redevelopment of Victoria Park and the surrounding streets to create a festival square capable of supporting increased activities both in the park and on new hard surface plazas adjacent to the park. It includes the development of a festival plaza on 12th Avenue and major upgrades to Victoria Park as well as the conversion of 11th and 12th Avenues to two-way traffic and the relocation of Regina Transit routes and facilities. This project is identified in the Downtown Neighbourhood Plan as the first capital investment to be made by the City in the downtown and is one of the City's corporate priorities.

Funding is provided from Current Contributions to Capital, Servicing Agreement Fees (Parks and Recreation) and an Urban Development Agreement grant.

Downtown Storefront Office for City Centre Branch
Establishment of a storefront operation in the downtown to enhance Downtown Neighbourhood Plan implementation.

Lorne Street Revitalization
The Lorne Street Revitalization is a redevelopment of the public realm along Lorne Street from Victoria Avenue to College Avenue. The enhancements would create a more pedestrian-friendly environment and would include sidewalk widening, curb extensions, public art, pedestrian level lighting, new street trees, site furnishings and a pocket park, including land acquisition. The project was initiated by recommendations in the Wascana Centre Authority Master Plan (1999 & 2006) and the Regina Downtown Development Plan (Regina Market Square, 1999). Eighteen percent of the costs of this project will be from Servicing Agreement Fees (Parks and Recreation) and the remaining 82% from Current Contributions to Capital.

Montreal Street Greenway
The Montreal Street Greenway is a redevelopment of the public realm, primarily along Montreal Street, from 11th Avenue to Broadway Avenue. A preliminary concept plan done as part of the draft Core (Heritage) Neighbourhood Sustainability Action Plan (2009) illustrates enhanced streetscaping to improve pedestrian linkages within the neighbourhood and to the commercial area south of the neighbourhood (on Broadway Avenue). The greenway will become a north-south focal point (spine) for the neighbourhood. The enhancements would accommodate better pedestrian flow. A more detailed design and public consultation process will determine the scope of the work. The City's Current Contribution to Capital funds this project.

Neighbourhood Plan Preparation
Preparation of new neighbourhood plans and updating existing neighbourhood plans will lead to more strategic capital investments in the City Centre area. In addition, this work will prepare the way for significant private sector, non-profit sector, and public sector (including senior government) investments in infill development in these neighbourhoods. Neighbourhood plans are an important piece of the hierarchy of plans included in the Official Community Plan. In many cases, existing neighbourhood plans are over 20 years old. To be effective and in order to support successful implementation of the Downtown Neighbourhood Plan, plans for those neighbourhoods immediately bordering the downtown must be contemporary and aligned. The City's Current Contribution to Capital funds this project.

Scarth Street Revitalization
The Scarth Street Revitalization is a redevelopment of the public realm along Scarth Street from Victoria Avenue to College Avenue. The enhancements would create a more pedestrian-friendly environment and would include sidewalk widening, curb extensions, public art, pedestrian level lighting, new street trees and site furnishings. The project was initiated by recommendations in the Wascana Centre Authority Master Plan (1999 & 2006) and the Regina Downtown Development Plan (Regina Market Square, 1999). Eighteen percent of the costs of this project will be from Servicing Agreement Fees (Parks and Recreation) and the remaining 82% from Current Contributions to Capital.

Roadway Network Improvements

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Roadway Network Improvements						
9th Ave. North from McCarthy Blvd. to Pinkie Road	9,700	-	-	-	-	9,700
Arcola and Woodland Grove Dr. Intersection Improvements	750	-	-	-	-	750
Argyle St. North (Pipeline to Rochdale Blvd.)	-	2,260	-	-	-	2,260
Argyle St. North (Sangster Blvd. to North of Pipeline)	-	1,650	-	-	-	1,650
Chuka Blvd. from Arcola Ave. to Green Apple	-	-	2,000	-	-	2,000
Chuka Blvd from Green Apple to Buckingham Dr.	-	-	-	3,500	-	3,500
Courtney Street - Long Term Property Purchase	-	-	800	-	-	800
Courtney St. (Sherwood Dr. to 1st Ave. North)	-	4,250	-	-	-	4,250
Dewdney Avenue from Prince of Wales to East City	500	-	-	-	-	500
Diefenbaker Dr. (McCarthy Blvd. to Skyview Access)	-	-	1,750	-	-	1,750
Fleet St. Extension (CPR Mainline to Ross Ave.)	-	-	-	200	1,800	2,000
Interchange Highway No. 1 and Lewvan Dr.	2,000	-	-	-	-	2,000
Lewvan Dr. and Dewdney Ave. Intersection	-	250	2,500	-	-	2,750
Parliament Ave. Extension (Argyle St. to Lewvan Dr.)	4,000	-	-	-	-	4,000
Parliament Ave. Extension (Harbour Landing Dr. to James Hill Rd.)	-	-	2,300	-	-	2,300
Pasqua St. and Ring Rd. Intersection Improvements	-	1,000	9,000	-	-	10,000
Pasqua St. Corridor Improvements (Ring Rd. to North of Rochdale Blvd.)	-	350	3,150	-	-	3,500
Pasqua St. Widening (Sherwood Dr. to Ring Rd.)	-	-	5,000	-	-	5,000
Prince of Wales Dr. (Eastgate Dr. to Dewdney Ave.)	-	200	1,300	-	-	1,500
Ring Rd. Widening (Albert St. to McDonald St.)	-	-	500	5,000	-	5,500
Rochdale Blvd. Extension (existing to Argyle St.)	-	1,675	-	-	-	1,675
Ross Avenue and Ring Road Loops	-	-	-	150	1,500	1,650
Victoria Avenue East (Fleet St. to City Limits)	5,750	-	-	-	-	5,750
Wascana Pkwy. And Hwy 1 Interchange	-	300	4,700	-	-	5,000
Total	22,700	11,935	33,000	8,850	3,300	79,785
Funding Sources						
Current Contributions	263	201	1,350	150	175	2,138
Developer Contributions	300	3,936	2,580	2,100	-	8,916
General Fund Reserve	1,640	-	-	-	-	1,640
Other External	4,313	-	-	-	-	4,313
Land Development Reserve	600	-	-	-	-	600
Provincial/Territorial	4,700	-	-	-	-	4,700
Servicing Agreement Fees (Parks)	425	260	114	-	-	799
Servicing Agreement Fees (Roads)	10,459	6,813	22,514	5,777	1,800	47,363
Funding Shortfall	-	725	6,443	823	1,325	9,316
Funding Total	22,700	11,935	33,000	8,850	3,300	79,785

Roadway Network Improvements consist of new road construction for locations approved as part of the Regina Road Network Plan. The majority of the locations are adjacent to new development areas and are partially funded by Servicing Agreement Fees. Developers fund construction of new local and collector streets. The following table provides information on new road development (in kilometres) since 1993.

New Roads (Kilometres)

Year	City Funded	Developer Funded	Total
1993	-	3.5	3.5
1994	0.6	4.9	5.5
1995	0.9	2.1	3.0
1996	0.2	2.2	2.4
1997	0.4	1.7	2.1
1998	-	2.3	2.3
1999	0.8	3.7	4.5
2000	-	2.5	2.5
2001	0.6	3.6	4.2
2002	0.3	3.8	4.1
2003	-	4.2	4.2
2004	-	4.2	4.2
2005	0.4	8.9	9.3
2006	-	5.6	5.6
2007	3.5	9.6	13.1
2008	-	6.4	6.4
2009	-	5.8	5.8
Total	7.7	75.0	82.7

Current Year Programs

9th Avenue North (McCarthy Boulevard to Pinkie Road)
This project includes the detailed design and construction of 9th Avenue North from McCarthy Boulevard to Pinkie Road. It may include road construction, relocation of utilities, landscaping and a railway crossing. This project will help meet long term transportation needs related to the Global Transportation Hub and North West Regina. Funding for this program is provided through 50% PT Funding and 50% Roads and Related Servicing Agreement Fees.

Arcola and Woodland Grove Drive Intersection Improvements
This project includes the construction of an upgraded intersection at Arcola Avenue and Woodland Grove Drive. The intersection upgrades are required to facilitate development within the Greens on Gardiner Subdivision and future development to the north. Funding for this program is provided through 5% current contributions to capital and 95% roads and related servicing agreement fees.

Dewdney Avenue from Prince of Wales to East City Limit
This project includes the detailed design and construction of the extension of Dewdney Avenue into the Kanosis subdivision development. It may include road construction, landscaping and construction of pathways. The road construction is essential to facilitate the development to the east of Prince of Wales Drive. Funding for this program is provided through 2% current contributions to capital, 38% roads and related servicing agreement fees and 60% from developer contributions

Interchange Highway No. 1 and Lewvan Drive
This project includes the construction of an interchange at the Highway 1 and Lewvan Drive Intersection. It may include addition of bridges, ramps, loops, relocation of utilities and landscaping. Funding for the City contribution to this program is provided through 82% Current Contributions to Capital, 18% Roads and Related Servicing Agreement Fees.

Parliament Avenue Extension (Argyle Street to Lewvan Drive)
This project includes the construction of Parliament Avenue from Argyle Street to Lewvan Drive. It may include road construction, relocation of utilities, landscaping and construction of pathways. The road construction will help meet long term transportation needs in SW Regina by providing a second arterial access into Harbour Landing subdivision. This project will also result in the creation of commercial and residential lots on City owned property. It is anticipated that the cost of selling these properties will exceed the cost of developing the road. Funding for this program is provided through 15% Current Contributions to Capital and 85% Roads and Related Servicing Agreement Fees.

`Victoria Avenue East (Fleet Street to City Limits)
This project is the construction of upgrades to Victoria Avenue East. The project includes additional lanes along Victoria Avenue between Fleet Street and the City limits. It also includes realignment of Eastgate Drive, bridge upgrades, intersection upgrades and completes the missing portion of the pedestrian pathway along Pilot Butte Creek. The capacity improvements provide a long term solution to manage traffic increases associated with development in East Regina and bedroom communities. The bridge construction will replace aging infrastructure that is approaching the end of its useful life. The pathway will complete a missing portion of the TransCanada Trail. Funding is provided through 3.75% Current Contributions to Capital and 21.25% Roads and Related Servicing Agreement Fees and 75% from Provincial Funding.

Future Years Planned Programs

Argyle Street North (Pipeline to Rochdale Boulevard)
This project includes the detailed design and construction of Argyle Street North from north of the Pipeline to Rochdale Boulevard. It may include road construction, relocation of utilities, landscaping and construction of pathways. The road construction is essential to facilitate development to the north of Argyle Park. Funding for this program is provided through 2% Current Contributions to Capital, 38% Roads and Related Servicing Agreement Fees, Parks and Recreational Facilities Servicing Agreement Fees and 60% from Developer Contributions.

Argyle Street North (Sangster Boulevard to North of Pipeline)
This project includes the detailed design and construction of Argyle Street North from Sangster Boulevard to north of the Pipeline. It may include road construction, relocation of utilities, landscaping and construction of pathways. The road construction is essential to facilitate development to the north of Argyle Park. Funding for this program is provided through 50% Current Contributions to Capital and 50% from Developer Contributions.

Chuka Boulevard from Arcola Avenue to Green Apple
This project includes the design and construction of Chuka Boulevard from Arcola Avenue north to Green Apple facilitating development in the Greens on Gardiner subdivision and further north. The project may include roadway design and construction and landscaping. Funding for this program is provided through 60% Developer contributions, 2% Current Contributions to Capital, 38% Roads and Related Servicing Agreement Fees.

Chuka Boulevard from Green Apple to Buckingham Drive
This project includes the design and construction of Chuka Boulevard from Green Apple north to Buckingham Drive facilitating development in the Green on Gardiner subdivision and further north. The project may include roadway design and construction and landscaping. Funding for this program is provided through 60% Developer contributions, 2% Current Contributions to Capital, 38% Roads and Related Servicing Agreement Fees.

Courtney Street – Long Term Property Purchase
This project includes the property purchase for the future extension of Courtney Street from 1st Avenue North to Dewdney Avenue. The property purchase will protect the right of way for the future roadway extension. Preservation of the road right of way is best accomplished prior to development of the area in

order to protect the corridor from other use and to spread costs over an extended time period, making the project more economically feasible. Funding for this program is provided through 5% Current Contributions to Capital and 95% Roads and Related Servicing Agreement Fees.

Courtney Street (Sherwood Drive to 1st Avenue North)
This project includes the detailed design and construction of the west half of Courtney Street and coordination with a pathway from Sherwood Drive to the existing Devonian Pathway near Dorothy Street. It will include road construction, relocation of utilities, construction of a bridge and landscaping. The road construction will help meet long term transportation needs in NW Regina by providing improved access to Fairways West and future long term connectivity to Dewdney Avenue. Funding for this program is provided through 5% Current Contributions to Capital and 95% Roads and Related Servicing Agreement Fees.

Diefenbaker Drive (McCarthy Boulevard to Skyview Access)
This project includes the detailed design and construction of Diefenbaker Drive from McCarthy Boulevard to the east Skyview subdivision access at the future Balzer Road. It will include road construction and landscaping. The road construction will help meet long term transportation needs in NW Regina by providing a second access into the Skyview subdivision. Funding for this program is provided through 5% Current Contributions to Capital and 95% Roads and Related Servicing Agreement Fees.

Fleet Street Extension (CPR Mainline to Ross Avenue)
This project includes the detailed design and construction of Fleet Street from Cavendish Street to Ross Avenue. It may include road construction, relocation of utilities, intersection changes at Ross Avenue and Fleet Street and construction of a railway crossing. The road construction helps facilitate further development in Ross Industrial Park by providing a connection to east Regina, while alleviating congestion on Dewdney Avenue and Ring Road. Funding for this program is provided through 15% Current Contributions to Capital and 85% Roads and Related Servicing Agreement Fees.

Lewvan Drive and Dewdney Avenue Intersection Modifications
This project includes the detailed design and construction of capacity improvements at the Lewvan Drive and Dewdney Avenue intersection. It may include addition of turn lanes, relocation of utilities and detours. The improvements will help improve capacity and meet long term traffic growth associated with development in NW Regina. Funding for this program is provided through 59.5% Current Contributions to Capital and 40.5% Roads and Related Servicing Agreement Fees.

Parliament Avenue Extension (Harbour Landing Drive to James Hill Road.)
This project includes the detailed design and construction of Parliament Avenue from Harbour Landing Drive to James Hill Road. It may include road construction, relocation of utilities, landscaping and construction of pathways. The road construction is essential to facilitate development in Harbour Landing. Funding for this program is provided through 2% Current Contributions to Capital, 38% Roads and Related Servicing Agreement Fees and 60% from Developer Contributions.

Pasqua and Ring Road Intersection Improvements
This project includes the detailed design and construction of intersection improvements at the Pasqua Street and Ring Road intersection. This project may include construction of the new intersection, relocation of utilities, construction of an interim intersection and detours. The capacity improvements will provide a permanent solution to meet long term traffic growth associated with development in NW Regina. Funding for this program is provided through 15% Current Contributions to Capital and 85% Roads and Related Servicing Agreement Fees.

Pasqua Street Corridor Improvements (Ring Road to North of Rochdale Blvd)
This project includes the detailed design and construction of capacity improvements along the Pasqua Street Corridor. It may include addition of vehicle lanes along or intersecting the corridor and construction of future roadworks at the intersection of Pasqua Street and Ring Road. The capacity improvements will provide an interim solution to manage increases in traffic associated with development in NW Regina.

Funding for this program is provided through 15% Current Contributions to Capital and 85% Roads and Related Servicing Agreement Fees.

Pasqua Street Widening (Sherwood Drive to Ring Road)
This project includes the detailed design and construction of capacity improvements along the Pasqua Street Corridor. It may include addition of vehicle lanes, purchasing of right of way for the new lanes, closing of median breaks, addition of turn lanes or construction of future roadworks at the Pasqua and Ring Road intersection. The capacity improvements will provide an interim solution to manage increases in traffic associated with development in NW Regina. Funding for this program is provided through 15% Current Contributions to Capital and 85% Roads and Related Servicing Agreement Fees.

Prince of Wales Drive (Eastgate Drive. to Dewdney Avenue)
This project includes the detailed design and construction of the east half of the existing Prince of Wales Drive. It may include addition of vehicle lanes, relocation of utilities and landscaping. The addition of these lanes will serve to meet increased traffic demands resulting from development in East Regina. Funding for this program is provided through 5% Current Contributions to Capital and 95% Roads and Related Servicing Agreement Fees.

Ring Road Widening (Albert Street to McDonald Street)
This project includes the detailed design and construction of a third eastbound lane along the Ring Road which is anticipated to be operating at or near its maximum capacity in the coming years. It may include addition of vehicle lanes, widening and lengthening of ramps, relocation of railway crossing lights, signs and utilities and reconstruction of bridge embankments. The capacity improvements will provide a permanent solution to manage increases in traffic associated with development in Ross Industrial Park as well as N.W. Regina. Funding for this program is provided through 15% Current Contributions to Capital and 85% Roads and Related Servicing Agreement Fees.

Rochdale Boulevard extension (existing to Argyle Street)
This project includes the detailed design and construction of the extension of Rochdale Boulevard to Argyle Street. It may include road construction, relocation of utilities, landscaping and construction of pathways. The road construction is essential to facilitate development to the north of Argyle Park. Funding for this program is provided through 2% Current Contributions to Capital, 38% Roads and Related Servicing Agreement Fees and 60% from Developer Contributions.

Ross Avenue and Ring Road Loops
This project included the detailed design and construction of interchange loops at the Ross Avenue and Ring Road interchange with experiences which experiences significant queuing and operational concerns related to traffic bound to and from Ross Industrial Park. The program may include construction of ramps, relocation of utilities and installation of traffic control signals. The capacity improvements will help provide a permanent solution to meet long term traffic growth associated with expansion in the northeast Regina Industrial Lands. Funding for this project is provided by 82% from Current Contributions to Capital and 18% from Roads and Related Servicing Agreement Fees.

Wascana Parkway and Hwy #1 Interchange Loops
This project includes the detailed design and construction of interchange loops at the Wascana Parkway and Highway #1 By-Pass interchange which experiences significant queuing and operational concerns related to traffic bound to the University of Regina and SIAST. It may include construction of ramps, relocation of utilities and changes to the traffic control signals. The capacity improvements will provide a permanent solution to meet long term traffic growth associated with expansion at the University of Regina, SIAST and SE Regina. Funding for this program is provided through 82% Current Contributions to Capital and 18% Roads and Related Servicing Agreement Fees.

Other Transportation Projects

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Other Transportation Projects PD						
Missing Sidewalks Construction Program	-	150	150	150	150	600
Total	-	150	150	150	150	600
Funding Sources						
Current Contributions	-	33	26	23	18	99
Funding Shortfall	-	117	124	127	133	501
Funding Total	-	150	150	150	150	600

Future Years Planned Programs

Missing Sidewalks Construction Program

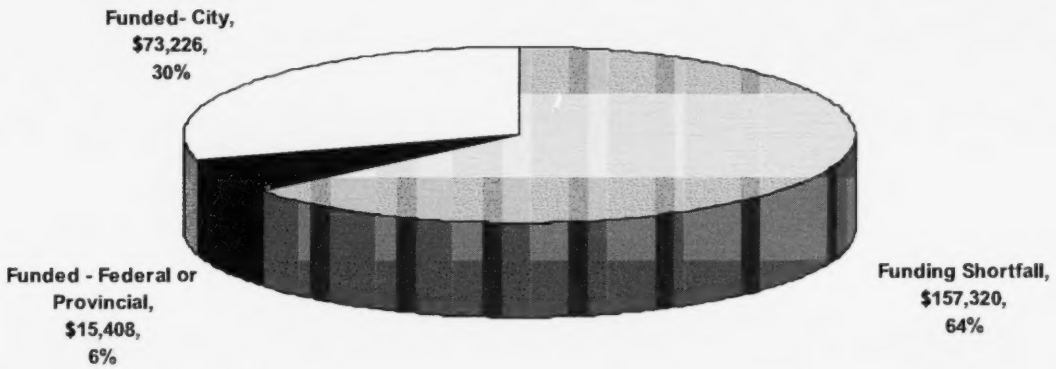
This project provides for the construction of sidewalks and pathways along roads where either no sidewalks exists or is present only on one side of the road. Construction of additional sidewalk would be evaluated and implemented based on pedestrian safety, public transit and budget. In 2011 the funds will be used for providing sidewalks along Quance Street. In subsequent years the funds will be used to provide sidewalks and pathways in other areas where warranted. Funding is provided through Current Contributions to Capital.

Corporate Services Division

Capital Program Summary

Capital Expenditures ($000's)	2011	2012	2013	2014	2015	Five Year Total
Fleet	12,987	10,565	10,707	10,364	9,387	54,010
Facilities	1,350	23,110	37,195	50,103	67,389	179,147
Information Technology	1,863	4,774	2,940	2,510	710	12,797
Total	**16,200**	38,449	50,842	62,977	77,486	245,954
Funding Sources ($000's)						
Cemetery Reserve	20	20	20	20	20	100
Current Contributions	3,703	5,886	6,663	7,998	7,891	32,141
Employer Parking Reserve	-	10	300	300	130	740
Fleet Replacement Reserve	7,324	6,757	7,044	6,701	9,387	37,213
Gas Tax (GT)	3,663	3,663	3,663	3,663	-	14,652
General Fund Reserve	460	-	-	-	-	460
Golf Course Reserve	80	100	100	100	100	480
Other External	100	-	-	656	-	756
Servicing Agreement Fees (Parks)	350	630	612	-	-	1,592
Technology Reserve	500	-	-	-	-	500
Funding Shortfall	-	21,383	32,440	43,539	59,958	157,320
Total Capital Funding	16,200	38,449	50,842	62,977	77,486	245,954

The following chart shows the identified capital requirements for the Division over the next five years, and reflects the current funding sources as well as the funding gap.



Fleet Services

The Fleet Services Department of the Corporate Services Division manages all City vehicles and equipment, including those used by the Transit and Fire Departments but excluding those used by the Regina Police Service. The Fleet Services Department also manages and operates the Small Tools and Equipment program, which includes powered hand tools such as string trimmers, chainsaws, walk behind mowers, pumps, etc.

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Community & Protective Services						
Quints - Fire Trucks and Outfitting	2,000	-	-	-	-	2,000
Corporate Services						
Fire Fleet Replacement	855	855	1,115	855	675	4,355
Fleet Replacement	5,852	5,285	5,312	5,229	5,307	26,985
Fleet Training Truck	-	145	-	-	-	145
Transit Fleet Replacement	4,280	4,280	4,280	4,280	3,405	20,525
Total	12,987	10,565	10,707	10,364	9,387	54,010
Funding Sources						
Current Contributions	2,000	32	-	-	-	2,032
Fleet Reserve	7,324	6,757	7,044	6,701	9,387	37,213
Gas Tax (GT)	3,663	3,663	3,663	3,663	-	14,652
Funding Shortfall	-	113	-	-	-	113
Funding Total	12,987	10,565	10,707	10,364	9,387	54,010

Current Year Programs

Major Projects

Quints - Fire Trucks and Outfitting
This project provides for the replacement of frontline apparatus in a responsible and economic manner, with a predictable replacement cycle based on community need. In 2008, a front-line fleet replacement strategy was completed. The plan considered options such as leasing, multiple year tenders, federal/provincial grants and partnerships with industry. In the short term, several of the frontline apparatus are becoming costly to maintain, parts are scarce, and in some cases are no longer meeting SGI certification. The project is in line with the cycle designed to replace the existing, aged fire apparatus on a gradual basis, reducing the large swings in funding these investments.

Fire Fleet Replacement
Replacement of frontline Fire apparatus and support vehicle assets that have reached or exceeded their planned economic life. In 2011, 1 Pumper and 2 support unit replacements are planned.

Fleet Replacement
Replacement of fleet assets that have reached or exceeded their economic life. In 2011, 69 vehicle and equipment unit replacements are planned.

Transit Fleet Replacement
Replacement of Transit Fleet assets that have reached or exceeded their planned economic life. In 2011, replacement of 8 Transit buses and 6 ParaTransit buses is planned.

Future Years Planned Programs

Fleet Training Truck
Replace current manual transmission Fleet Training truck with similar 6x4 tractor equipped with an automatic transmission in order to improve operator safety training effectiveness.

Capital Projects
Each year, fleet vehicle and equipment assets that have reached or exceeded their planned economic life must be replaced to maintain an acceptable feet age, reliability, and maintenance costs. In 2011, a total of 90 fleet vehicles and mobile equipment units are planned to be replaced. Included are 71 Civic fleet units, 14 Transit fleet units (8 Transit buses and 6 Paratransit buses), and 5 Fire fleet units (3 Frontline Apparatus and 2 support vehicles).

Fleet Replacement Planning
Vehicle replacement provides the opportunity to evaluate the composition and size of the fleet. It is important to take a broad view and use the opportunity to adjust the fleet so that it supports the client department's long-term operational plans. The fleet must be constantly adjusted to ensure that it can produce the quantity and quality of work needed to achieve client departments' operational goals. Adjustments to the fleet made possible by replacing identified units must be made in a rational way with the objective of maximizing the utilization of the core fleet and using short-term rentals or other arrangements to accommodate peak demands.

Fleet replacement decisions should be integrated with business planning. Business planning drives the operational aspects of fleet requirements. The client department makes its best estimates of the work that it will be performing and evaluates equipment needs based on those estimates. Integrating equipment replacements with client department business plans provides for systematic decisions that recognize financial constraints, maximize fleet utilization, and minimize fleet costs. Good replacement decisions also consider the operational, mechanical, and financial aspects of continued ownership of the existing vehicle as well as all alternatives.

There are three fundamental reasons why the fleet needs to be constantly renewed.

- Regular and adequate capital investments must be made to replace the fleet life used up in any given period. If not done, the result will be a downward spiral of increasing age, increasing cost, and decreasing reliability. Systematic, orderly, and ongoing replacement will ensure that the fleet retains its value as a productive asset that supports all client departments' operations.

- The average age of the fleet must be managed with care. Young fleets and old fleets exhibit different cost patterns, and it is easy to assume that the maintenance cost reductions for a young fleet are sustainable when in reality they are nothing more than provisions for the higher operating costs that come with the later years of the vehicle's economic life. An old fleet will present the opposite – it is difficult to maintain control when irregular replacement causes fleet average age to swing from young to old.

- Fleet performance is all about reliability, availability, productivity, and predictable costs. Every vehicle experiences deterioration and obsolescence. In the end, while competent policies for maintenance, repair and rebuild extend life, replacement is the only way to revitalize the fleet and maintain productive capacity.

Each year, the Fleet Services Department prepares a fleet replacement plan for the upcoming budget year using a collaborative process with client departments. The needs of client departments must be clearly understood, and Fleet Services' responsibility is to identify equipment and technology that can cost-effectively perform the tasks required. Ongoing replacement or renewal of fleet assets is required to ensure the fleet is reliable, suitable, cost effective, and available when needed.

Replacement Criteria

Equipment replacement analysis involves determining the optimum economic life or "replacement cycle" for each type of equipment. This identifies the period in the life of the equipment where the equivalent annual cost is lowest. It is also recognized that individual vehicles can have unique lifecycles, depending on usage and operating environments.

The methodology for developing replacement criteria includes consideration of the following factors:

- **Service Life** – The length of time that the unit is capable of delivering its designed level of service. Deterioration is the degree to which the performance of the existing vehicle has declined in terms of reliability, uptime, and repairability.

- **Technological Life** – The decline in productivity of a unit compared with a new design in so far as productivity, quality of work performed, simplicity of operation, fuel efficiency, safety, and environmental compliance are concerned. Some factors, such as current workloads, deteriorating reliability, and increasing operating costs can be quantified. Others, such as future workloads, the benefits of the latest technologies, and improved productivity can only be estimated.

- **Economical Life** – The length of time the average annual cost of a unit declines or remains at a minimum. The financial aspects of the purchase decision, the future owning and operating costs of the existing vehicle, and the expected minimum lifecycle owning and operating costs of the replacement unit are all important. They must not, however, drive the decision and produce results that make no sense from an operational or mechanical point of view. It makes little sense to hold onto a vehicle for which there is little or no work simply because a substantial amount may have been spent recently on repairs.

- **Downtime Sensitivity** – The effect on program delivery when the equipment is not available for use. Analyzing the operational aspects of the decision to sell one piece of equipment and invest in another ensures that the decision is integrated in the best interests of the City as a whole.

Fleet Growth and Rationalization

Fleet requirements are somewhat dynamic and a process must be in place to manage changing needs. In 2010 a Fleet Governance Committee was established; the committee's mandate includes reviewing all proposed acquisitions of additional vehicles and equipment and making a recommendation on these proposals to the Budget Advisory Groups.
The following controls are used to manage the fleet size:

- Departments are required to prepare a business case when requesting additional vehicles or enhanced replacements. Approval is contingent on meeting all of the following criteria:
  - The additional vehicle/equipment is required as a result of a change in the service delivery strategy or quantity of work to be done;
  - There are no other suitable fleet units that could be re-deployed, and
  - Ownership is the best option to obtain the equipment.
- Fleet replacements – Approval for replacement of fleet vehicles and equipment is contingent on satisfactory utilization of the equipment being replaced. Where the utilization of the existing equipment does not meet the minimum utilization criteria, the replacement must be supported by a business case.

Fleet Age

The success of achieving and maintaining the optimal fleet size is largely dependent on the ability to properly manage the age of the fleet. In the past, as the fleet aged and equipment reliability declined, some replaced vehicles were retained as spares to provide the required availability. The result was an old,

large and under utilized fleet that was costly to maintain. An appropriate average fleet age requires fewer spare units, and consequently a smaller, better utilized and cost efficient fleet.

The ongoing challenge is to manage the age of the fleet in a planned and fiscally responsible manner. Replacements are prioritized based on highest cost benefit and urgent operating department needs. Each year, a replacement plan is produced that identifies replacements for the following year and projections for the next five and twenty years. This long-term planning is required to stabilize the capital requirements from year to year.

Civic Fleet

Civic Fleet Distribution

Division	Fleet Size
Public Works	435
Community & Protective Services	373
Corporate Services	202
Planning & Development	4
Fleet Total	**1,014**

Note:
These figures include previously approved additions but do not include any new vehicles or equipment proposed to be added to the fleet.

In 2011, 71 fleet vehicles and mobile equipment units will complete their economic life. The budgeted replacement cost is $5,768,000. Replacement of these units will preserve an acceptable average fleet age and maintain acceptable vehicle availability, safety, reliability, productivity, and maintenance costs. The annual budget for Small Tool replacement is $84,000.

Planned Acquisitions and Disposals

(Does not include additions to the fleet that may be proposed by client departments)

		Planned Annual Turnover				
	Number of Units	2011	2012	2013	2014	2015
Light Trucks	382	19	6	9	4	6
Turf & Light Equipment	242	34	23	41	24	16
Heavy Trucks	122	9	6	2	12	9
Heavy Equipment	135	8	12	13	6	7
Trailers	133	1	9	9	17	21
Total Fleet	1014	71	56	74	63	59

The following table shows the current and target age of the fleet.

Fleet Average Age (Years)

Equipment Type	Current	Target
Light Trucks	6.4	6.0 – 7.0
Heavy Trucks	7.1	7.0 – 8.0
Heavy Equipment	7.7	8.0 – 10.0
Turf & Light Industrial Equipment	6.6	6.0 – 7.0
Trailers	11.4	10.0 – 12.0

Transit and Fire Fleets

The City currently operates a fleet of 106 Transit buses and 7 support vehicles. In recent years, the majority of capital funding for Transit has been provided by the Federal Public Transit Trust Fund for Saskatchewan. This program ended in 2009 and municipal funding will be required to fund future transit capital investments. Capital investment in the fleet is required to ensure that transit service is not negatively impacted. Without funds to renew the fleet, a shortage of vehicles may occur and cause service disruptions.

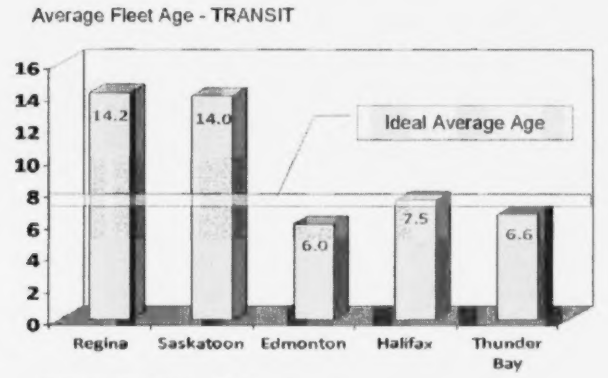
Buses must meet the requirements of the annual Highway Traffic Board safety inspection or they cannot be operated. The buses refurbished under the refurbishment program include used buses that have been purchased from other transit systems for use over a three to five year period, and buses in the existing transit fleet. Work could range from minor repairs and paint work, through to a complete structural and mechanical refurbishment.

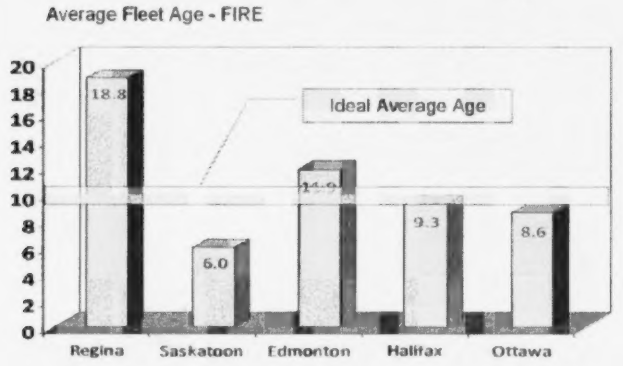
The Paratransit fleet consists of 30 buses in 2010, with 25 buses scheduled for regular service and five buses available as spares. The City owns the Paratransit buses, while bus maintenance and operation are provided by a contractor. Paratransit requires six new vehicles per year as these buses have a five year life expectancy. This standard should be maintained throughout the five-year capital program in order to maintain service levels. The Province has not provided funding for Paratransit buses since 2006.

Approximately 34% of the Transit buses are beyond their normal replacement age as defined by accepted Transit industry standards of a 15-year service life. The oldest Transit buses in service are a pair of 1977 GMC's. The average age of the Transit fleet is currently 14.2 years. In contrast, Saskatoon, Edmonton, Halifax, and Thunder Bay's buses have average ages of 14.0, 6.0, 7.5, and 6.6 years respectively. Since 1990 an average of 3.5 buses per year has been purchased – only one-half of what is required to maintain the standard lifecycle. Many units in the fleet are now at a point where they require replacement or significant structural and mechanical rehabilitation in order to continue to operate. Nineteen units were removed from service in late 2009 and early 2010 due to poor structural and mechanical condition.
Front-line Apparatus in the Fire & Protective Services Department fleet includes 20 front-line apparatus vehicles, including 17 in-service vehicles and 3 spare vehicles. There are also 21 support and service vehicles in the Fire fleet including several vans, trucks and trailers, some of which are equipped for special purposes such as water rescue, investigation or public education.

Approximately 37% of the Fire Front-Line Apparatus units are beyond the industry recommended 20 year replacement lifecycle - 15 years in front-line service plus 5 years in back-up service. The oldest Fire truck currently in service is a 1968 Mack Pumper. The average age of the Fire fleet is currently 18.8 years. In contrast, Saskatoon, Edmonton, Halifax, and Ottawa's Fire trucks have average ages of 6.0, 11.9, 9.3, and 8.6 years respectively. The older trucks require frequent and extensive maintenance and are sometimes out of service for extended periods of time as obsolete parts are very difficult to source. In May 2010 a 1984 International pumper structurally failed beyond repair and had to be taken out of service. In August 2010, another old pumper failed its mandatory pump test and had to be removed from active service.

The following charts show the current average age of the Transit and Fire fleets in comparison to other Cities.





With such a high percentage of Fire and Transit units well beyond their recommended maximum service life, it is likely that unless action is taken to correct the situation, a significant number of units are currently at risk to fail out of service, impacting the ability to deliver key Fire protection and Transit services to the public.

The condition of the Fire and Transit fleets was recognized by the City Administration in 2009 and a consultant was engaged to conduct an in-depth cross-functional Strategic Review of Fleet Services Delivery. The conclusions and recommendations of this study were presented and approved by the Administration in early 2010. The major findings were that the management of the Fire and Transit fleets will be centralized under the General Civic fleet management team, a Fleet Replacement Reserve Fund would be established for Fire and Transit as a basis for replacement funding stability, and that a modernization plan would be developed to bring the fleet ages within accepted industry guidelines. In 2010, the responsibility for managing Transit and Fire fleet assets was transferred to the Fleet Services Department. Previously, the Civic, Transit, and Fire fleets were managed independently with no significant interaction or communication and each fleet developed its own policies, procedures and strategies.

A *Five Year Funding Stabilization and Equipment Modernization Strategy* has been developed to provide a sustainable on-going funding mechanism for Fire and Transit fleet stability as well as a short-term modernization plan to reduce the average fleet age to accepted industry standards.

The major elements of the strategy are as follows:

Modernization Plan

- Purchase of four Fire trucks in 2010 (for 2011 delivery), funded from the General Fund Reserve [approved by Council September 2010]

- Purchase of six new Transit buses in 2010 (for 2010 delivery), funded from the Transit Equipment Reserve [approved by Council September 2010]
- Allocate one-third of the annual Gas Tax revenue (approximately $3.7 million) to fund the purchase of eight new buses each year over the next four years (2011 – 2014).

Stabilization Plan

- Establish one dedicated Fleet Replacement Reserve, with sub-accounts for the Civic, Transit, and Fire fleets, as a basis for replacement funding stability [approved by Council September 2010]
- A five year phase-in of sufficient annual contributions to the Fleet Replacement Reserve to support the long term renewal of the Transit and Fire fleets (an incremental increase of $866,400 annually from 2011 to 2015).
- Phase out the bus refurbishment program over the next three years (2011 – 2013) and redirect that funding ($400,000 per year) to the Fleet Replacement Reserve.
- Purchase six new Transit buses per year, beginning in 2015, funded through the Fleet Replacement Reserve in order to renew and sustain the Transit fleet.
- Purchase six new Paratransit buses per year, beginning in 2011, funded through the Fleet Replacement Reserve in order to renew and sustain the Paratransit fleet.
- Purchase one new Fire truck per year, beginning in 2011, funded through the Fleet Replacement Reserve in order to renew and sustain the Fire fleet.

Note: Approval of the above elements not already approved by Council as noted are subject to the annual budget deliberations.

Completion of the strategy will enable management of Transit and Fire fleet assets to be fully aligned with the equipment life-cycle planning and replacement reserve fund management basis used successfully by the Civic fleet.

It is important to note that the larger fleet required for increased service levels or additional service provision has not been funded within this plan. The proposed strategy is based on the assumption of providing fleet assets to support current service delivery levels only. Any proposed increase in service delivery levels or additional service provision would necessitate additional Fire trucks and Transit buses and would therefore impact the up-front capital and on-going Fleet Replacement Reserve funding requirements. Any plans for increased service levels or additional service provision should include requests for sufficient funding to acquire the additional fleet assets, as well as an incremental increase to contributions to the reserve for their eventual replacement.

Alignment with Corporate Strategy

The 2011 Fleet Replacement Plan demonstrates alignment with the City of Regina Corporate Strategic Plan, including Council's vision of an attractive and sustainable community and the following strategic priorities:

- **Strengthen City Infrastructure and Manage Assets** – The 2011 Fleet Replacement Plan and 2011 – 2015 Fleet Capital Program demonstrates prudent lifecycle management of the City's investment in its fleet assets. The Transit fleet modernization strategy is consistent with the Transit Investment Plan which recognized that that a more aggressive fleet replacement program will be necessary over the next few years.

- **Achieve Operational Excellence** – Client departments rely on Fleet Services to provide vehicles and equipment that are available, reliable, suitable, and cost effective. Operating departments are able to provide their services most effectively and efficiently when provided with reliable equipment that is properly matched to the work performed. Replacing the vehicles identified in the 2011 Replacement Plan will help Fleet Services meet customer expectations.

- **Ensure Organizational Capacity and Effectiveness** – The Fleet Capital Program contributes to a contemporary workplace. Many City of Regina employees spend the majority of their working time operating or riding in vehicles. Timely replacement of fleet vehicles provides a comfortable, safe, and modern work environment for use by employees in the performance of their duties. A well-managed and maintained fleet can help attract and retain talent and improve employee morale, satisfaction, and productivity. The Five Year Funding Stabilization and Equipment Modernization Strategy for the Transit and Fire fleets will maintain the City's ability to deliver key Fire protection and Transit services to the public.

Facilities Management Services

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Major Projects						
Corporate Services						
Central Stores - Facility Redevelopment	-	150	1,500	1,000	-	2,650
City Hall - Elevator Modernization	-	1,025	-	-	-	1,025
City Hall Main Floor - Cafeteria Enhancements	-	600	-	-	-	600
City Hall Main Floor Renovations (CHIPS)	-	3,700	2,500	-	-	6,200
Corporate Branding - Facility Signage	-	100	100	100	100	400
Corporate Office Space Upgrades - A	-	1,100	1,100	1,100	1,100	4,400
Corporate Office Space Upgrades - B	-	1,015	1,015	1,015	1,015	4,060
Fleet - Fuel Dispensing Equipment Upgrades	-	60	100	50	-	210
Fleet Training Site Facility Replacement	-	50	-	-	-	50
Manor Road & Douglas Park - Facility	-	50	25	-	-	75
Mosaic Stadium Upgrades	100	250	250	250	250	1,100
Office Furniture for new FTE's	100	-				100
Parks and Facilities Yard Improvements - ISF	-	1,400	3,500	1,825	-	6725
Community & Protective Services						
Cathedral Neighbourhood Centre - Storage	-	50	-	-	-	50
Fieldhouse Upgrades	-	100	1,040	250	350	1,740
Fire Facilities - Education and Training Centre	385	-	-	-	-	385
Fire Facilities - Education and Training Centre	-	50	600	-	-	650
Fire Facilities - Education and Training Centre	-	60	80	-	-	140
Glencairn Gymnasium Air Conditioning	-	60	-	-	-	60
Kaplan Field Outfield Fence Replacement	-	50	-	-	-	50
Lawson Aquatic Centre Upgrades - Bleachers	-	100	-	-	-	100
Mount Pleasant Entrance Road/Enhancement	-	100	-	-	-	100
NWLC - Retaining Walls & Exterior Improvements	-	20	400	-	-	420
Outdoor Pool Basin Replacement	-	100	1,000	100	1,000	2,200
Parks Maintenance Facilities	350	40	350	-	-	740
Recreation Facilities - Roof Replacement	-	1,230	580	270	490	2570
Recreation Facility Plan - Core Ritchie NC	-	1,200	-	-	-	1,200
Recreation Facility Plan - Douglas Park Support	-	3,100	-	-	-	3,100
Recreation Facilities - Outdoor Ice Implementation	190	350	350	350	350	1590
Recreation Facility Plan - Pasqua Recreation	-	150	-	-	-	150
Recreation Facility Plan - Regent Par 3	-	50	-	200	1,300	1550
Recreation Facility Plan - Regina Performing Arts	-	200	700	200	-	1100
Recreation Facility Plan - Wascana Pool	-	800	6,800	-	-	7600
Sportplex Central Kiosk Plan	-	30	-	-	-	30
Tennis Court Redevelopment	-	150	-	150	-	300
Transit - Maintenance Garage Relocation	-	-	-	1,000	20,000	21000
Transit - Maintenance Garage - Hoist Replacement	-	200	200	-	-	400
Transit Operations - Bus Washer Replacement	-	375	-	-	-	375
Winnipeg Seniors' Centre Parking Lot	-	50	-	-	-	50
Public Works						
Public Works - Facilities Master Plan	-	500	10,000	35,000	35,000	80,500
Category Total	1,125	18,615	32,190	42,860	60,955	155,745

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Asset Revitalization & Sustainability						
Acquired Properties - Facilities General Allocation		100		100		200
Cemeteries - Facility Improvements	20	20	20	20	20	100
City Hall - Base Building Upgrades		400	500	600	2,060	3,560
Corporate Office Furniture Upgrades	-	150	200	200	200	750
Facilities Two-Way Radio Replacement	-	-	150	-	-	150
Diving Board Replacement - Outdoor Pools &Lawson	35	-	250	300	35	620
Facility Capital Planning Program		25	25	25	25	100
Facility Energy Management Allocation	-	150	150	150	150	600
Facility Revitalization & Sustainability		3,000	3,150	3,308	3,474	12,932
Golf Courses - Facilities Improvements	80	100	100	100	100	480
Heavy Fleet Garage - Ventilation Improvements			75			75
Parking Lot Upgrades & Improvements	-	85	300	450	280	1115
Pathway Bridge Upgrades	-	60	-	-	-	60
Pool Chlorine Handling & Storage Upgrades	40	-	-	-	-	40
Roof Fall Arrest Program	50	50	25	25	25	175
Roof Replacement Operational Facilities	-	305	-	1,900	-	2205
Transit Shelter Upgrades and Replacement	-	50	60	65	65	240
Category Total	225	4,495	5,005	7,243	6,434	23,402
Program Total	1,350	23,110	37,195	50,103	67,389	179,147
Funding Sources						
Cemetery Reserve	20	20	20	20	20	100
Current Contributions	610	4,815	6,164	7,611	7,808	27,008
Employer Parking Reserve	-	10	300	300	130	740
General Fund Reserve	190	-	-	-	-	190
Golf Course Reserve	80	100	100	100	100	480
Other External	100	-	-	-	-	100
Service Agreement Fees (Parks)	350	630	612	-	-	1,592
Funding Shortfall	-	17,535	29,999	42,072	59,331	148,937
Funding Total	1,350	23,110	37,195	50,103	67,389	179,147

The Facilities Management Services Department is responsible for the space planning, construction project management, physical plant maintenance and the operation of the majority of City-owned facilities. The capital budget for Facilities consists of two general types of expenditures: those related to major capital projects and those related to the general capital maintenance and upgrade for facilities, referred to as Facility Revitalization and Sustainability expenditures.

Current Year Programs

Major Projects

Mosaic Stadium Upgrades

This project is required to keep the Mosaic Stadium physical facility in a reasonable state of repair such that programs can continue to effectively operate at the facility. The work includes all physical, structural, mechanical and electrical maintenance but does not include major enhancements or additions to the facility. Funding in 2011 is required to address Priority 1 issues identified in the facility audit. Funding in 2012 to 2015 will address priority 2 and 3 issues. Funding is required from the fund established to track revenue generated by the Saskatchewan Roughriders through the stadium enhancement fee that they charge for each ticket sold.

Office Furniture for new FTEs

This funding provides for the normal replacement of office furniture that has reached its useful life and requires replacement. It includes the replacement of task chairs, meeting room chairs, guest chairs,

keyboard trays, desks, filing cabinets and systems and various other types of office furniture. Over time furniture wears out and continuing to use furniture that is not ergonomically appropriate or that is too old and worn can be a safety hazard to employees.

Fire Facilities - Education and Training Centre - Emergency Operations Re-establishment
Changes to the main floor of City Hall will force a move of the Emergency Operations Centre from the Forum to a new location. The Current EOC is located at the Regina Police Service headquarters. This area will no longer be available to us after winter 2011. At this time the Fire Education & Training Centre has been made available. Space on the main floor will serve as dedicated EOC space while existing training space on the upper floors will be reassigned during exercises and responses. A secondary egress will also be provided from the yard to 4th Avenue as per NFPA requirements.

Parks Maintenance Facilities
Funding is required to build and upgrade decentralized Parks and Open Space sub-depots in neighbourhoods around the City. Funding in 2011 is for the design and construction of a maintenance sub-depot building to service the Harbour Landing subdivision and future subdivision to the west. The Harbour Landing depot is funded through SAF's. The project also funds the addition of heating systems to 3 sub-depots at various locations around the City.

Recreation Facility Plan - Outdoor Ice Implementation
In 2010 the Community Services Department began the development of the Outdoor Ice Plan, which involves extensive community consultation, as recommended in the Recreation Facility Plan. Once the Outdoor Ice Plan is complete and approved by Council, funds from this program will be used to remove outdoor rink infrastructure and restore skating areas to park space, as well as to install new infrastructure where required. In 2010 the Catholic School Board sold land adjacent to W.H. Ford Park that is the site of a boarded rink for the Twin Lakes and Sherwood/McCarthy communities. Funds being requested in 2011 will be used to replace this boarded rink at a new location selected through the community consultation and planning processes, consistent with the guiding principles of the Recreation Facility Plan. It is also recognized that this community has facilities that have deteriorated to a point that they are no longer usable. As such, 2011 funds will also be used to work with the community to upgrade or provide new program elements/recreation facilities at WH Ford Park

Asset Revitalization & Sustainability

Cemeteries - Facility Improvements
Funding required to complete cemetery facility maintenance in accordance with the maintenance plan and condition assessments completed in 2010. Project will be funded from the Cemetery Reserve.

Diving Board Replacement at Lawson Aquatic Centre & Outdoor Pools
Diving Board Replacement at Lawson Aquatic Centre and Outdoor Pools Diving boards must be replaced within specific time frames to follow safety standards and regulations. This is an ongoing program with replacements scheduled for the Lawson and several outdoor pools in 2011.

Golf Courses - Facilities Improvements
Funding required to complete clubhouse maintenance in accordance with the maintenance plan and condition assessments completed in 2008. Projects include structural, architectural, mechanical, electrical and code or safety requirements in order to maintain the integrity of the facility systems. Funding for these projects is provided through golf course reserve funds.

Pool Chlorine Handling & Storage Upgrades
This project is to address shortfalls in Civic Pool facilities with respect to appropriate chlorine handling equipment and storage requirements. A recent review of all chlorine equipment and storage rooms has revealed that there are several deficiencies that need to be addressed according to the revised Saskatchewan Swimming Pool Regulations and OH&S Regulations. This could include the installation of safety related systems, monitoring equipment and communications and alarm equipment.

Roof Fall Arrest Program
This project is to develop a Roof Fall Arrest Program for all City facilities. This includes a review of all City roofs and existing rooftop equipment and access to each roof to determine where upgrades and process will be required in order to meet OH&S regulations. This could include the installation of fall protection/prevention safety related systems or access roof access systems and equipment. Initial funding is to develop the program and funding in subsequent years is for implementation.

Future Years Planned Programs

Central Stores - Facility Redevelopment
The facilities within the Central Stores yard are well beyond their useful lives and no longer meet the needs of the Central Stores and Salvage Operation. The office space for Administration staff is currently provided by a large trailer that has served its purpose but due to the significant upgrades required, a more long-term solution is needed. This funding is to develop a strategy for the redevelopment of facilities and revising the overall yard layout and the construction of new facilities with a phased approach.

City Hall - Elevator Modernization
This project is the upgrade of the four existing elevators with modernized electrical and mechanical components including the addition of card readers to coincide with enhanced security features at City Hall that are part of the main floor upgrade project (CHIPS). The existing elevators are original and require frequent maintenance. Upgrades also include the conversion of Elevator #1 to a freight elevator. The upgrades will provide improved elevator service and reduce energy consumption. This project is funded through current contributions to capital.

City Hall Main Floor - Cafeteria Enhancements
Upgrades to the cafeteria to compensate for the age of the facility and the equipment; to complement the Downtown Plan and Main Floor Renovations projects.

City Hall Main Floor Renovations (CHIPS)
Renovate the main floor of City Hall to refresh the look of the main floor; to meet Service Regina program requirements; and to introduce a more robust security presence for the building.

Corporate Branding - Facility Signage
With the introduction of the new brand for the City of Regina it is necessary to update the signage on all civic buildings to meet the new corporate standard. This five-year project will provide funding for the design, construction and installation of new "Infinite Horizon" signage for civic buildings.

Corporate Office Space Upgrades - A
Complete renovations to an entire floor of City Hall or other corporate office space equivalent in size to one floor of City Hall as per contemporary office space guidelines. This program will over time provide for enhanced work space and quality of work experience for employees throughout the organization. New contemporary open office space guidelines provide for a more modern and efficient approach to designing office space. The alternative to completing renovations in existing space will be the requirement to lease additional space. This project is funded through current contributions to capital.

Corporate Office Space Upgrades - B
Complete renovations to an entire floor of City Hall or other corporate office space equivalent in size to one floor of City Hall as per contemporary office space guidelines. This program will over time provide for enhanced work space and quality of work experience for employees throughout the organization. New contemporary open office space guidelines provide for a more modern and efficient approach to designing office space. The alternative to completing renovations in existing space will be the requirement to lease additional space. This project is funded through current contributions to capital.

Fleet - Fuel Dispensing Equipment Upgrades
Funding is required for the design & installation of diesel exhaust fluid (DEF) fuelling systems. All diesel equipment manufactured in 2010 will require the DEF additive when fuelling to run. The installation of an indoor tank and pumping system is required to maintain transit operations and a tank and pumping system is required to maintain fleet operations.

Fleet Training Site Facility Replacement
Replace current old and deteriorated Fleet Training site trailer with a newer assembly/classroom trailer.

Manor Road & Douglas Park - Facility Decommissioning
The Manor Road Storage facility is currently utilized by Community Services to store seasonal program items (outdoor pool equipment and Canada Games Athletic Complex equipment). The facility is well beyond its useful life and requires decommissioning. Members of City Council frequently receive calls from members of the community requesting that the City take action on the building. The storage space provided by this facility will be provided by the new support facility constructed in Douglas Park at Leibel Field. The Douglas Park washroom facility is also beyond its useful life and requires decommissioning. New washrooms will be established in the support facility constructed in Douglas Park at Leibel Field.

Parks and Facilities Yard Improvements - ISF Approved
This plan includes funding required to complete the consolidation of Facilities Management Services with Parks & Open Space in the Parks Yard. The remaining projects in this plan include construction of a trades shop, construction of a new cold storage facility, demolition of redundant facilities and the construction of a new access road and storage compound in the yard. Funding requests assume ISF funding for the Chrysler Building is approved in 2010.

Cathedral Neighbourhood Centre - Storage Addition
There is currently a significant lack of storage space at the Cathedral Neighbourhood Centre. Items are currently stored off site and delivered to the Centre on an as-needed basis. This project would provide for a small storage addition to the facility so that there is adequate storage space available on site for program items.

Fieldhouse Upgrades
This is a project to provide for general upgrades at the Fieldhouse. Funding in 2011 is for the design to provide air conditioning in the cell track area with implementation in 2012. Use of the facility during the summer months decreases substantially because of the lack of temperature control (or elevated temperatures) in the cell. Installing air conditioning will make this facility more attractive for programming, bookings and general admissions over the summer months and is expected to result in an increased level of pass sales and rental revenue. Funding in 2012 is to install the Fieldhouse cell air conditioning and to replace the lockers in the change rooms with stainless steel lockers. Funding in 2013 is to replace the bleachers in the cell track area. Funding in 2014 includes the replacement of the existing hanging gym curtains. Funding for these projects is from current contributions to capital.

Fire Facilities - Education and Training Centre - Training Academy
If Fire and Protective Services pursues the development of a training academy, construction of a new storage facility for training props and vehicles (80'x50') will be required. Annual pump testing will be performed in this facility which currently cannot be accommodated. Funding for this project will be required from current contributions to capital. JEPP funding will be pursued to finance half of the project.

Fire Facilities - Education and Training Centre Mechanic Area Upgrades
This project includes upgrades to the pits in the mechanic bays to provide improved lighting, ventilation and drainage in 2012. In 2013 work includes upgrades in the mechanic bays to provide mezzanine storage and welding fume extraction. This work is funded through current contributions to capital.

Glencairn Gymnasium Air Conditioning
Installing air conditioning in the Gymnasium at the Glencairn Rec Center.

Kaplan Field Outfield Fence Replacement
This project includes the replacement of the wooden outfield fence that is significantly deteriorated with a maintenance free fence as well as the replacement of the wooden fence on east side with bollards.

Lawson Aquatic Centre Upgrades - Bleachers
Projects include enhancements or upgrades to the Lawson Aquatic Centre to ensure that it remains an attractive and well-used community facility. The projects include adding another family change room, replacing the bleachers, replacing the pool lift, installing a new diving board and replacing the bulkheads in the pool.

Mount Pleasant Entrance Road Enhancement
Pave existing gravel entrance road at Mount Pleasant to Regina Thunder Clubhouse and Kaplan Field.

NWLC - Retaining Walls & Exterior Improvements
Repair of the retaining walls on the North side of the building to ensure their structural integrity and eliminate creosote coated timbers.

Outdoor Pool Basin Replacement
Consistent with the recommendations of the Recreation Facility Plan. Massey and Regent Pool are both part of the long term plan for outdoor aquatics for the City of Regina. To ensure their viability long into the future it is necessary to replace the pool basins. These pools currently operate with their original basin. The pools were built in 1964. The Massey basin will be replaced in 2013 and the Regent basin in 2015.

Recreation Facilities - Roof Replacement
On a regular basis roofs require replacement. This program provides for the timely replacement of roofs of various recreational facilities within the civic portfolio. In 2011 the roof at the Core Ritchie Neighbourhood Centre and Al Ritchie Arena will be replaced in conjunction with the Core Ritchie Upgrades project. Additional funding is also to replace the roof at the Mount Pleasant Soccer Washroom Building. Funding in 2012 is for the replacement of the roofs at the Staples Arena (arena roof), Uplands Neighbourhood Centre and the Glencairn Recreation Centre. Funding in 2013 is for the replacement of the roof at the Winnipeg Seniors Centre. Funding in 2014 is for the replacement of the roof at the SSLC. Funding in 2015 is for the replacement of the roofs at the Balfour Arena, Neil Balkwill and Staples Arena (lobby roof). Roof replacements are required in order to maintain the overall integrity of the associated facility.

Recreation Facility Plan - Core Ritchie NC Redevelopment
In 2010 the Regina Public Library (RPL) began construction of an addition to the Core Ritchie Neighbourhood Centre for the relocation of their Prince of Wales Branch. This construction is to be complete in February of 2011. The Facilities Management Services and Community Services Departments have been working with an architect and functional planner to examine the current spaces and have developed a concept plan that will provide more contemporary program spaces and provide integrated programming with the RPL. Funds from this program will be used to complete detailed design and construction to implement the conceptual plans.

Recreation Facility Plan - Douglas Park Support Facility
In 2010 the City of Regina partnered with the Federal and Provincial Governments, as well as the Regina Soccer Association and Regina Minor Football to install a lit artificial turf field and phase one of a support facility, including washrooms, change rooms and a concession at Douglas Park. In 2011 funds will be used to complete the construction of the support facility, which will include multi-purpose program spaces, a garage to house maintenance equipment, a shade canopy for the concession, landscaping and parking lot development. The project will also include renovations to the existing Douglas Park Fieldhouse to accommodate needed storage for the Canada Games Athletics Complex and other user groups at the park. This project was identified as a priority within the Recreation Facility Plan.

Recreation Facility Plan - Pasqua Recreation Centre Decommissioning
In April, 2010, the Recreation Facility Plan was approved by Council. One of the recommendations of the plan was the closure of the Pasqua Recreation Centre. The Community Services Department is beginning consultations with the community and will take a report forward for Council's consideration in October. In anticipation that the facility may be closed, funds from this program would be used for decommissioning the facility as well as the relocation of the lit basketball courts which were constructed through a

partnership between the City and the Community Association. Relocation of the lit basketball courts will be planned in a manner that is consistent with the Recreation Facility Plan.

Recreation Facility Plan - Regent Par 3 Redevelopment
The Regent Par 3 site was recommended for redevelopment as part of the Recreation Facility Plan. Prior to redevelopment taking place the Community Services and Planning & Sustainability Departments will work with the community through the development of a site specific plan for this area. Redevelopment of the site will consider implementation of a combination of summer and winter recreational activities to better meet the Community's needs and create a community destination facility.

Recreation Facility Plan - Regina Performing Arts Centre Redevelopment
The Regina Performing Arts Centre (RPAC) is currently operated by Theatre Regina Inc., a non-profit organization that represents amateur theatre in Regina. RPAC currently serves as a city-wide facility for the performing arts, however, the facility is aging and requires some building code updates and program enhancements in order to meet the needs of the community. These updates will begin in 2011 with the Community Services Department and Theatre Regina working together to develop a sustainable partnership with renovations to be phased-in beginning in 2012.

Recreation Facility Plan - Wascana Pool Redevelopment
Consistent with the recommendations of the Recreation Facility Plan, Wascana Pool is scheduled for replacement with an outdoor water park. The pool has reached its life expectancy and in 2012 the planning process will begin with community visioning and detailed design followed by construction in 2013. This project could include amenities such as a lap pool, water slides, wave pool, spray features and an accessible playground. This will become one of a kind City wide facility for Regina.

Sportplex Central Kiosk Plan
The Regina Sportplex complex includes the Fieldhouse and the Lawson Aquatic Centre. Each of these facilities has their own reception and cashier area. A redesign of the entrance area of the facility should allow for the amalgamation of the reception/cashier area into one operational area. The purpose of this project is to determine whether or not it is feasible from both an operational and cost/benefit perspective to move forward with a design and construct project to complete the renovation.

Tennis Court Redevelopment
Community Services in consultation with Facilities Management Services, has completed a recent review of the condition of all outdoor tennis courts. This funding is to ensure that the tennis courts are maintained to the appropriate standard and to ensure the safety of all users. Funding in 2011 is required to address high priority maintenance items to ensure that the tennis courts are safe for playability. Funding in future years will be utilized to redevelop select tennis courts in accordance with the tennis court redevelopment plan.

Transit - Maintenance Garage Relocation
The existing Transit Maintenance Garage is currently served out of an aged facility in the Public Works Yard. The Transit Investment Plan has recommended that the Maintenance Garage function would be better served out of the Winnipeg St. location through an expansion to the existing facility at that site. The new Maintenance Garage addition would provide increased operating efficiency and reduced operating costs, as well as accommodate existing and future fleet requirements. This funding is to determine the requirements for the Maintenance Garage relocation as well as design and construction.

Transit Maintenance Garage - Hoist Replacement
Replacement of hoists in the bus maintenance area. The existing hoists are aged and require replacement.

Transit Operations – Bus Washer Replacement
A new bus washer with a water recycle system will replace the original bus washer.

Winnipeg Senior Centre Parking Lot Enhancements
Repair broken curbs and sidewalks. Remove island and re-asphalt.

Public Works - Facilities Master Plan
This funding is required to proceed with the implementation plan and construction of facilities following the recommendations of the Public Works Facilities Master Plan. The plan final report will be complete in late 2010. The report will provide an understanding of facilities requirements for Public Works for the next 25 years and will also provide a recommendation on the progressive steps required over the next 10 years to provide the facilities Public Works requires. This funding is in anticipation of the workplan that will be a result of the master plan documentation. Funding for this program will come from current contributions to capital

Acquired Properties - Facilities General Allocation
Funding required to improve property acquired through the tax title process or other means to make it saleable or rentable. Projects may include demolitions, environmental clean-up, leasehold improvements and other repair or maintenance projects. Property is purchased by the Real Estate branch and decisions related to specific work are made based on a project by project basis. Funding is from current contributions to capital.

City Hall - Base Building Upgrades
This funding is for projects required to keep City Hall in a reasonable state of repair. These projects are to replace base building systems that are common to the entire facility and that are not addressed through renovations to individual floors. Projects include the installation of new spandrel panels; replacement of boiler loop piping; replacement of the existing fire alarm and public address system; replacement of the existing air handling units (all supply and return fans as well as heating and cooling coils) and replacement of the chilled water pipe distribution system. All projects are funded through current contributions to capital.

Corporate Office Furniture Upgrades
This funding provides for the normal replacement of office furniture that has reached its useful life and requires replacement. It includes the replacement of task chairs, meeting room chairs, guest chairs, keyboard trays, desks, filing cabinets and systems and various other types of office furniture. Over time furniture wears out and continuing to use furniture that is not ergonomically appropriate or that is too old and worn can be a safety hazard to employees.

Facilities Two-Way Radio Replacement
This project is required to update the two-way radios in the Facilities Department inventory as recommended by the Corporate Radio Committee.

Facility Capital Planning Program
This program ensures that the Facility Capital Planning program (VFA) is current through the ongoing completion and updating of facility condition assessments. The funding levels provide for all facilities to be reviewed on a 5-year cycle. Assessments include the review of architectural, structural, mechanical and electrical facility systems and the identification of maintenance requirements and associated funding levels.

Facility Energy Management Allocation
This project and funding allows for Facilities Management Services to take advantage of energy management initiatives that can enhance future energy use within civic facilities. On a regular basis, Facilities receives information about programs that can enhance energy use within corporate facilities. This funding will provide the ability to take advantage of those programs and over time improve energy consumption in civic facilities. This program is funded through current contributions to capital.

Facility Revitalization & Sustainability
This funding is allocated to key facilities for projects identified in VFA and other condition assessments. Projects include structural, architectural, mechanical, electrical and code or safety requirements in order to maintain the integrity of the facility systems such that the City programs and operations can continue to

effectively operate. The work does not include enhancements or additions to facilities. Examples of Facilities in this category include City Hall, Fire Stations, Outdoor Pools, Yard Garages, Recreation Centres, Community Centres as well as the SSLC, NWLC and the Sportplex. These projects are funded through current contributions to capital.

Heavy Fleet Garage – Ventilation Improvements
It is recommended that the supply air ductwork and diffusers be lowered to 3 metres from the floor in the North Truck Shop Addition and the Heavy Equipment Addition to improve air quality in these spaces and bring it up to air quality standards.

Parking Lot Upgrades & Improvements
The City of Regina maintains and operates a parkade at City Hall, as well parking lots and roadways at other civic facilities. The total square footage of space managed is more than 5 million. This program provides for the continued, consistent capital repair and maintenance to the parkade, parking lots and roadways for the City of Regina.

Pathway Bridge Upgrades
The City of Regina has 22 pathway bridges in various parks and golf courses around the City. These bridges are mostly wooden structures and require regular maintenance and replacement. This program provides funding for the installation and upgrade of railings on the pathway bridges.

Roof Replacement Operational Facilities
On a regular basis roofs require replacement. This program provides for the timely replacement of roofs of various operational facilities within the civic portfolio. In 2011 the roof at the Transit Maintenance Garage (Track 1) will be replaced as well as the roof at the Parks Southeast Maintenance Depot #2. Funding in 2013 is for the replacement of the roofs at the Old #1 Firehall and Transit Operations Centre (Winnipeg Street). Roof replacements are required in order to maintain the overall integrity of the associated facility.

Transit Shelter Upgrades and Replacement
The primary function for transit shelters is to protect customers from the weather both directly (e.g. from rain), and indirectly (e.g. from splashing caused by passing cars). Every year shelters may be added or relocated to accommodate changes in patronage. The City owns 256 transit shelters, of which 254 are the newer style and two, the older style (over 25 years old). Fifty of these shelters have advertising signs. A shelter advertising agreement with a contractor provides the City with minimum annual revenue of $70,000. Funding to repair or replace shelters is also provided through this funding. The 2012 budget request includes funding for an additional 2 shelters annually. In 2013 through 2015 the number of shelters to be added annually increases to 3. This additional funding is identified in the Transit Investment Plan and will benefit transit passengers, making their wait for a transit bus a more pleasurable experience. This funding is required from current contributions to capital.

Information Technology

Capital Summary ($000's)	2011	2012	2013	2014	2015	Five Year Total
Business Applications						
Animal Licensing/Violation Software	-	125	-	-	-	125
Automated Application Testing	-	50	-	-	-	50
Cashier Upgrade	186	-	-	-	-	186
CMS Advanced (Formerly eGov/Web site initiatives)	-	50	-	-	-	50
Corporate Intranet re-build	-	225	85	-	-	310
eCouncil and Agenda	-	-	85	-	-	85
Election Management	-	85	-	-	-	85
HR-VIP Capital Modifications	50	50	50	50	-	200
Intelligent Call Centre	-	-	230	-	-	230
IT Business Transformation Program	752	1,282	1,120	1,110	-	4,264
Law Office Management System	-	70	-	-	-	70
Licensing - Animals, Taxis and Businesses	-	-	-	300	-	300
Long Range Financial Planning Model	-	250	-	-	-	250
Oblique Pictometry (ITS 15)	-	60	-	-	-	60
Open Data - GIS	-	35	-	-	-	35
Oracle Licensing	70	-	70	-	-	140
Paratransit Interactive Voice Response System	-	100	-	-	-	100
Paratransit Modifications Due to Contract Renewal	-	5	-	-	-	5
Parks Asset Management Plan-Implementation of GIS	-	70	-	-	-	70
Planning Automation	450	447	750	775	435	2,857
Program Evaluation Surveys	-	21	-	-	-	21
Property Assessment Data Collection Automation	-	145	-	-	-	145
Real Estate System Review	-	350	-	-	-	350
Records Management System	-	50	50	25	25	150
TAS Modifications - Liberty Replacement	-	85	50	-	-	135
Trapeze Operations Software	-	350	-	-	-	350
Two ArcPad handhelds for field staff	-	15	-	-	-	15
Supporting Infrastructure						
Infrastructure Catch-up	295	-	-	-	-	295
IT Security Framework	-	50	-	-	-	50
Network Operating Platform Strategy	-	50	-	-	-	50
Point to Point Wireless	-	414	200	-	-	614
Portfolio Project Management and IT Governance	-	60	-	-	-	60
Service Management Processes and Tools	-	180	-	-	-	180
Software Compliance	60	-	-	-	-	60
Sustainable Infrastructure	-	100	250	250	250	850
Program Total	1,863	4,774	2,940	2,510	710	12,797
Funding Sources						
Current Contributions	1,093	1,039	499	386	83	3,101
General Fund Reserve	270	-	-	-	-	270
Other External	-	-	-	656	-	656
Technology Reserve	500	-	-	-	-	500
Funding Shortfall	-	3,735	2,441	1,468	627	8,271
Funding Total	1,863	4,774	2,940	2,510	710	12,797

Business Technology

The role of business technology is to enable business processes and support the effective and efficient delivery of civic services. That includes water and sewer services, waste collection and disposal, traffic control, transit services, road and infrastructure maintenance, fire control, recreation facilities and program registration, land-use planning, permits, building inspections, property assessment and taxation, regulatory functions and many others.

The City uses technology to enhance the quality and delivery of services for the benefit of citizens. The goal is to fully integrate all aspects of the City's business, including service delivery, workflow, staffing, front-line and support activities. Electronic service delivery initiatives allow city services to become more accessible and responsive to the needs of citizens. Technical initiatives such as the wireless expansion of the municipal area network allow employees to access current information and respond more quickly to work requirements. Both types of initiatives support the efficiency, effectiveness, reliability, and affordability of service delivery.

The Business Technology capital program is developed based on the needs of the corporation. Project proposals are prepared by the business areas and then reviewed and prioritized by the Information Technology Governance Committee, which is chaired by the Director of ITS and includes Director-level representation from each business division. The ranking criteria takes into consideration the fit of the initiative with the sponsoring divisions' business plan, the opportunity to enhance customer service and financial considerations, along with integration to the City's strategic priorities, the long-term technology plan and the corporate IT Guiding Principles. The allocation of funding and resources is targeted to the highest-ranking initiatives based on these criteria. The Business Technology portfolio of initiatives and priority ratings are updated regularly through internal reviews as well as reacting to external factors such as legislative changes.

Business Technology capital projects often span more than one fiscal year. Circumstances such as vendor delays, corporate priorities changing or refocusing on essential services can impact the specific timing of expenditures and project completions.

The initiatives planned and underway for 2011 are outlined in the following summaries. The initiatives are being funded from a combination of previously authorized capital plus the 2011 allocation. Some projects will extend beyond 2011, affecting the timing of these budgeted expenditures.

Current Year Programs

Business Applications

Cashier Upgrade
The cash management software used by several departments will soon be unsupported by the vendor. An upgrade to a newer version will ensure uninterrupted support.

HR-VIP Capital Modifications
During the normal course of each year's operation, the Payroll portion of the City's integrated HR system requires modifications and customizations. This funding is used for the time & materials charged by vendor for these essential modifications.

IT Business Transformation Program
This program executes on the analysis of the City's core enterprise applications. This program focuses on leveraging the existing Oracle eBusiness Suite (Financials & Purchasing) with inclusion of budgeting system replacement, TCA management, and replacement of HR/Payroll system in Phase 1. The second phase will focus on application integration, warehousing and full business intelligence. The multi-year implementation strategy will transform the City's business applications into efficiently capturing the relevant data and effectively reporting on the results.

Oracle Licensing
This project is to maintain the ongoing licensing compliance for the number of users accessing Oracle databases.

Planning Automation
This project, started in 2009, provides an automated solution for the processing of Building Permits, Planning Applications, and Bylaw Enforcement. The submission has been modified to reflect the inclusion of 4 FTE business resources and an additional 2 FTE ITS resources as per Project Decision Request 5 approved by Planning & Development General Manager.

Supporting Infrastructure

Infrastructure Catch-up
This project is required to allow ITS to focus on upgrading key components of the City's information technology infrastructure that have become obsolete over the last few years. The funding will be used to acquire the equipment, software and services required to do the upgrades that will establish a solid foundation by the end of 2011. This project will be done in addition to the sustainable infrastructure project (CS-C-11-23) to ensure the technology infrastructure will support future business initiatives.

Software Compliance
Recent software audits internally have shown we are not in compliance with some software packages. This project will provide funding to procure the appropriate amount of licenses.

Future Years Planned Programs

Animal Licensing/Violation Software
The Licensing & Municipal Fines business area requires new functionality for managing animal licenses and violations associated with the Regina Animal Bylaw. Currently, functionality exists in an unsecured MS Access database that is not supported by ITS.

Automated Application Testing
This project investigate and purchase software that automates application testing through preset test scripts. This will ease the burden and time it takes for both business users and technical staff to test application upgrades and new implementations.

CMS advanced (Formerly eGov/Web site initiatives)
With both the internal and external website becoming our main communication tools, we need to be able to meet the current and future web demands of the organization. The current CMS can't meet these demands and therefore we need to find one that can.

Corporate Intranet Re-build
"InSite," our corporate intranet, has not had the focus and review that regina.ca has had. It currently consists of thousands of pages that are not structured and many of which are orphaned or out of date. A proper review, re-org and design needs to conducted to make this a useful and productive tool for the organization.

eCouncil & Agenda
This will provide an automated process for managing Council Agendas and meeting minutes.

Election Management
This project will provide an Enterprise Election Management Software solution for the general Municipal/School Board Election.

Intelligent Call Centre
This project will provide Service Regina's Customer Service Centre with an additional module. It will increase the effectiveness of the Call Centre staff by providing on screen scripted responses to most often asked questions. It will also provide an enhanced reporting system to ensure calls are being handled in the most efficient and effective manner through pre-determined performance measures.

Law Office Management System
Legal Services requires integrated software to automate the practice and manage the business of law. The software provides access to the structured information for every case and provides a historical background for every file. The software will allow our legal professionals to deliver more value to clients while increasing productivity and efficiency. It will automate case, docket, relationship and document management and time entry.

Licensing - Animals, Taxis and Businesses
The purpose of this project is to replace four existing internally developed applications currently used in Licensing & Municipal Fines. The applications for animal licensing, taxis, business licences, and parking permits can be replaced with one commercial application, which then interfaces with other City systems.

Long Range Financial Planning Model
Investigate and implement an automated solution that will enable 20-year financial forecasting. The solution will integrate with existing applications and be fed data from a capital database, departmental capital models, the debt model and reserve files. The LRFP will be integral to deliver the OCP and the IIS.

Oblique Pictometry (ITS 15)
This project will acquire a subset of oblique images (taken at an angle) of the City to pilot the applicability for use to support City functions such as planning, engineering, & assessment,

Open Data - GIS
The City receives many requests from external groups for different types of data. These requests go to different departments within the City and are sometimes handled differently. Many cities are now embracing an Open data strategy which makes public information easily accessible and free to the public. This project will address spatial data specifically.

Paratransit Interactive Voice Response System
Project to purchase IVR so that Paratransit buses can notify waiting customers that the bus will be arriving shortly. This will reduce driver wait times, cause a decline in same day cancellations and no-shows, improve customer satisfaction and reduce call traffic to the call centre.

Paratransit Modifications Due to Contract Renewal
Required work to switch hardware to accommodate a new service provider, if in fact the service provider changes.

Parks Asset Management Plan – Implementation of GIS
The Parks & Open Space Department are the stewards of the City's parks and open space assets. To better manage these assets, the department is undertaking a Parks Asset Management Plan. The project will provide a comprehensive inventory of all department assets and a GIS interface allowing access to asset information through a graphic interface to the SPL data. While the majority of the project is being funded through general operating, this particular submission identifies costs associated with funding for the 2nd phase - GIS and SPL interface to test, develop and implement GIS technology to improve our ability to manage our assets.

Program Evaluation Surveys
This solution involves Data Capture software & hardware, automating the process of capturing high volumes of data from customer satisfaction surveys, market research information and participant/program evaluations.

Property Assessment Data Collection Automation (Mobile Assessors)
This mobile data solution will enable electronic capture of data at the source during property assessment inspections, as well as downloading and uploading data from the Taxation and Assessment System, using handheld devices. Leveraging this technology to become more efficient will reduce the need to hire more Assessors in the field.

Real Estate System Review
This project involves a full review of Real Estate's current system and web application to determine the best application to maximize efficiency and new functionality such as active portfolio management, the addition of tangible capital assets to Real Estate's portfolio and a new marketing plan.

Records Management System
As the existing Records Management system is implemented further into the organization, this funding provides additional user licenses. The application currently manages paper records, in order to comply with the requirements of The Cities Act.

TAS Modifications - Liberty Replacement
Evaluate and implement conversion of documents stored in LibertyNet 8.1.02595 and on the I drive into the TAS application.

Trapeze Operations Software
To purchase and install the Trapeze Operations software.

Two ArcPad handhelds for field staff
ArcPad units incorporate a built-in GPS with GIS software that allows users to make field notes and edit drawings in the field which will increase efficiency and productivity. Drawings will be available on the site and can be updated on the spot with accurate information derived from the GPS receiver.

IT Security Framework
This initiative will focus on establishing a corporate security framework that will govern information protection and security at the City. The funds will be used for consulting assistance to develop a framework and establish priorities. Citizens expect that their personal information is protected and secure and this initiative will start to formally address this.

Network Operating Platform Strategy
This project will confirm the viability for the City to change its network operating system from Novell to Microsoft. The funding will be used for consulting services to assist with the development of our strategy and plan our next steps.

Point to Point Wireless
This project will extend the City's wide area network using point-to-point wireless technology. The funding will be used to acquire and install the wireless equipment required to provide network connections to facilities that are not currently connected by fibre. It will also be used to connect traffic signals and potentially other SCADA locations. Once completed, this project will establish a foundation that can be used to provide network connections to new facilities and potentially provide wireless network connections for mobile workers.

Portfolio Project Management and IT Governance
This project implements portfolio project management (PPM) in support of the IT delivery and IT Governance within the organization. The project includes the development and implementation of the processes and the selection/purchase of tools in order to support PPM and IT Governance. This project is targeted initially for the management of IT, however fit within the over arching Corporate PMO processes will be a requirement.

Service Management Processes and Tools
This project formalizes existing processes and introduces new processes in order to provide consistent, efficient, and secure IT Service Delivery. The processes and tools selected will be based on the ITIL Service Management best practices, an international framework developed for the delivery of IT services.

Sustainable Infrastructure

This project is required to allow ITS to maintain a sustainable information technology infrastructure for the City. The funds will be used to replace aging software and equipment on our Technology Infrastructure Renewal Program (TIRP).

Regina Police Service

Capital Program Summary

Capital Expenditures ($000's)	2011	2012	2013	2014	2015	Five Year Total
Facilities	178	290	442	438	169	1,517
Communications	30	70	2,000	-	-	2,100
Information Technology Infrastructure	579	724	357	617	1,187	3,464
Information Management	160	321	310	177	215	1,183
Emergency Services Equipment	97	38	26	76	36	273
Municipal Justice Building	1,200	12,260	-	-	-	13,460
Fleet	430	400	450	450	450	2,180
Total Expenditures	2,674	14,103	3,585	1,758	2,057	24,177
Capital Funding ($000's)						
Current Contributions to Capital	1,083	13,453	3,585	1,758	2,057	21,936
Regina Police Service General Reserve	1,591	650	-	-	-	2,241
Total Funding	2,674	14,103	3,585	1,758	2,057	24,177

The information in this summary is based on the 2011 – 2015 Capital Budget submission to the Board of Police Commissioners. Additional information on the capital expenditures is provided in the budget of the Board of Police Commissioners submitted to City Council on December 20, 2010.

General Capital
Program Funding

General Capital Investment Program Funding

Capital Funding Summary

Capital Funding Source ($000's)	2011	2012	2013	2014	2015	Five Year Total
Current Contributions to Capital						
Civic Capital Projects	13,459	12,914	13,529	14,110	14,553	68,565
Regina Police Service Capital Projects	1,083	13,453	3,585	1,758	2,057	21,936
	14,542	26,367	17,114	15,868	16,610	90,501
Debt	5,000	-	-	-	-	5,000
Internal Reserves & Transfers						
General Fund Reserve	5,506	-	-	-	-	5,506
Asphalt Plant Reserve	-	-	400	150	150	700
Cemetery Reserve	135	165	140	90	195	725
Employer Parking Reserve	-	10	300	300	130	740
Fleet Replacement Reserve	7,324	6,803	7,044	6,701	9,387	37,259
Golf Course Reserve	430	400	370	350	450	2,000
Landfill Reserve	12,667	11,170	200	4,100	7,500	35,637
Land Development Reserve	3,400	2,100	1,400	500	500	7,900
Technology Reserve	500	-	-	-	-	500
Regina Police Service General Reserve	1,591	650	-	-	-	2,241
	31,553	21,298	9,854	12,191	18,312	93,208
Federal Funding						
Gas Tax	10,663	11,100	11,100	11,075	-	43,938
Provincial/Territorial Base Fund	7,750	-	-	-	-	7,750
	18,413	11,100	11,100	11,075	-	51,688
Provincial Funding						
Urban Highway Connector Program	4,313	-	-	-	-	4,313
External Funding						
Deferred Revenue - Dedicated Lands Charges	465	179	200	-	-	844
Service Agreement Fees (Roads)	10,696	7,252	22,799	6,027	2,050	48,824
Service Agreement Fees (Parks)	933	2,951	1,868	1,532	593	7,877
Developer Contributions	300	4,238	2,980	2,500	400	10,418
Other External	110	90	175	856	-	1,231
	12,504	14,710	28,022	10,915	3,043	69,194
Total Available Funding	86,325	73,475	66,090	50,049	37,965	313,904
Total General Capital Expenditures	86,325	135,834	151,330	145,364	155,027	673,880
Funding Shortfall	-	62,359	85,240	95,315	117,062	359,976

Key elements of the funding plan for the 2011 – 2015 General Capital Program include:

- **The 2011 – 2015 General Capital Budget was developed including only verified Federal and Provincial capital funding. This results in a funding shortfall of $360 million over the five-year period.**

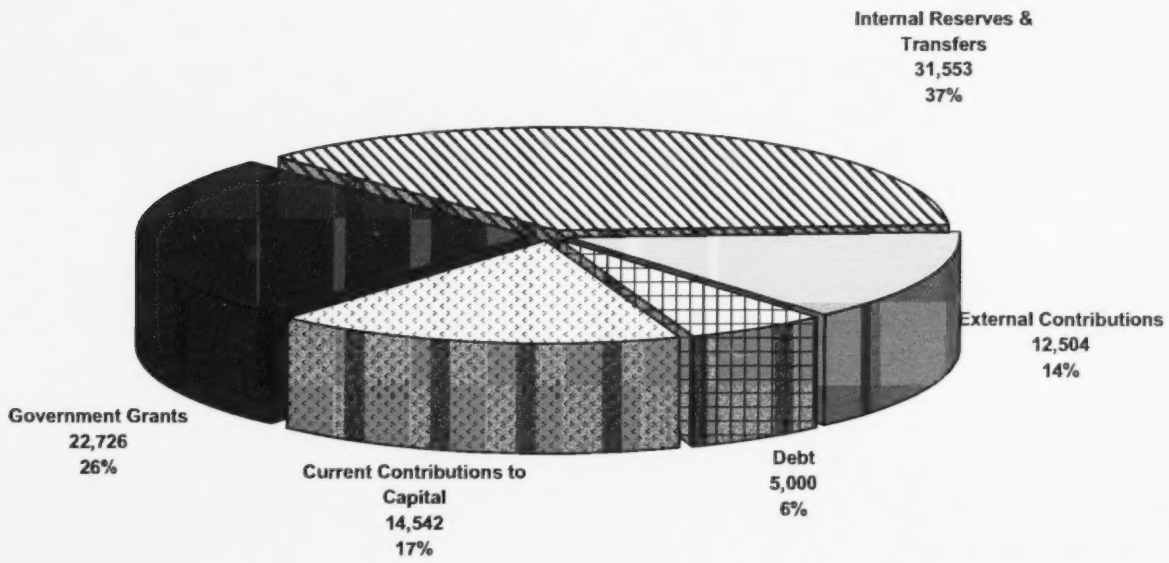
- The 2011 – 2015 General Capital Program includes $5.0 million in new debt.

- The funding plan incorporates the use of internal reserves such as the Landfill Reserve, Equipment Replacement Reserve, Technology Reserve, Golf Course Reserve, the Dedicated Land Reserve and Cemetery Reserve. There is also funding required from the General Fund Reserve. Capital funding from the General Fund Reserve in the 2011 General Capital Program includes:

  - $1.64 million for Highway #1 and Lewvan Drive Interchange
  - $1.58 million for Development of the Official Community Plan
  - $700 thousand for Traffic Signal Rehabilitation
  - $300 thousand for Refurbishment of Transit Buses
  - $252 thousand for IT Business Transformation Roadmap/Implementation
  - $190 thousand for Outdoor Ice – Replacement of WH Ford School Site
  - $150 thousand for 9th Avenue North – Winnipeg to McDonald – Road Classification Review
  - $150 thousand for Expressway Light Rehabilitation
  - $150 thousand for Outdoor Play Amenities
  - $100 thousand for Downtown Bus Stop Improvements
  - $100 thousand for LED Replacement Program
  - $ 75 thousand for Noise Attenuation Program
  - $ 75 thousand for Quance Street Traffic Study
  - $ 26 thousand for North Central Shared Facility
  - $ 18 thousand for Cashier Software Upgrade

2011 General Capital Funding

Sources of Capital Funding – 2011
($000's)



For the 2011 General Capital Budget, the current contributions to capital include:

- Current contributions to capital to fund the capital program submitted by the **Board of Police Commissioners. The projected requirement for 2011 is $1,083,600, an increase of $31,600 over 2010's current contributions.**

- Current contributions to fund the general portion of the General Capital Program. **The current contributions to capital for 2011 for the general portion of the General Capital Program are $13.5 million, an increase of $900,000 over 2010's current contribution.**

Internal Reserves

General Fund Reserve

The General Fund Reserve is the primary general-purpose reserve maintained by the City. The major sources of transfers to the reserve are the operating surplus, the net revenue of the Real Estate operations (primarily revenue from the sale of land), and unexpended capital funds that are returned to the reserve. Future inflows to the General Fund Reserve may be reduced by creating a Land Development Reserve, by transferring operating surpluses to the Asset Revitalization Reserve and by using previous year's surplus to fund current year one-time operating expenditures. A General Fund Reserve balance of $12.5 million to $25 million representing 5% to 10% of budgeted revenues is the suggested preferred minimum balance. The following table provides a projection for the General Fund Reserve.

General Fund Reserve ($000's)

	2011	2012	2013	2014	2015
Reserve Balance - Start of Year	31,918	21,858	21,708	21,708	21,708
Projected Requirements:					
CR09-161 Men's World Championships - Bus Charters	(55)	-	-	-	-
CR10-3 RM of Sherwood - Tax Loss Compensation	(9)	-	-	-	-
CR10-41 City Square Project	(1,600)	-	-	-	-
CR10-99 Wascana Centre Authority	(150)	-	-	-	-
CR10-132 Moose jaw-Regina Industrial Corridor Stakeholders Committee	(25)	-	-	-	-
CR10-146 Canadian Association of Police Boards	(15)	-	-	-	-
CR10-149 Victoria Ave E Widening Deatailed Design	(125)	-	-	-	-
CR11-2 Land Development Reserve	(2,500)	-	-	-	-
Civic Election	-	(150)	-	-	-
General Operating Budget:					
Fund 2011 One-Time Operating Expenditures	(75)	-	-	-	-
Funding Required for Capital Program:					
Interchange Highway No. 1 and Lewvan Drive	(1,640)	-	-	-	-
Development of the Official Community Plan	(1,580)	-	-	-	-
Traffic Signal Rehabilitation	(700)	-	-	-	-
Refurbish Transit Buses	(300)	-	-	-	-
Business Transformation Program	(252)	-	-	-	-
Outdoor Ice - Replace W H Ford School Site	(190)	-	-	-	-
9th Ave. N. Winnipeg to McDonald Road Classification Review	(150)	-	-	-	-
Expressway Light Rehabilitation - Parliament Ave South to Highway 1 Interchange	(150)	-	-	-	-
Outdoor Play Amenities	(150)	-	-	-	-
Downtown Bus Stop Improvements	(100)	-	-	-	-
LED Replacement Program	(100)	-	-	-	-
Noise Attenuation Program	(75)	-	-	-	-
Quance Street Traffic Study	(75)	-	-	-	-
North Central Shared Facility	(26)	-	-	-	-
Cashier Software Upgrade	(18)	-	-	-	-
Reserve Balance - End of Year	21,858	21,708	21,708	21,708	21,708
Assessment Appeal Risk[1]	-	-	-	-	-
Adjusted Reserve Balance	21,858	21,708	21,708	21,708	21,708

Note 1:
Assessment Appeal Risk
No provision has been made in the 2011 General Operating Budget for the cost of lost assessment appeals arising from the 2011 Assessment Roll. If the cost of lost assessment appeals causes a deficit in the 2011 fiscal year, then that deficit must be eliminated by a transfer from the General Fund Reserve to the General Operations Fund. The current maximum appeal risk is estimated at $1.9 million.

Land Development Reserve

A Land Development Reserve has been formally approved by City Council, decision CR11-2, as a method of funding land development, and separating those cash flows, which are subject to significant uncertainty from the projections for the General Fund Reserve. The following forecast has been prepared based on projections of land sales from the Real Estate Department.

Proposed Land Development Reserve ($000's)

	2011	2012	2013	2014	2015
Reserve Balance - Start of Year	-	1,295	2,695	5,295	8,795
Transfer from the General Fund Reserve	2,500	-	-	-	-
Contributions to the Reserve - Land Sales[1]	2,195	3,500	4,000	4,000	4,500
Funding Required for Land Development Capital Program	(3,400)	(2,100)	(1,400)	(500)	(500)
Reserve Balance - End of Year	1,295	2,695	5,295	8,795	12,795

Note 1:
Land Sales
The timing for land sales is highly uncertain and capital spending would depend upon the pace of those sales.

Asset Revitalization Reserve

A dedicated Asset Revitalization Reserve allocates dedicated funds to meet the strategic capital priorities of the City to assist in managing the growth and revitalization of the City. The vision and strategic plan, coupled with long-term financial planning including the development of special purpose reserves can assist the City in meeting its future growth and revitalization needs.

Asset Revitalization Reserve ($000's)

	2011	2012	2013	2014	2015
Reserve Balance - Start of Year	2,069	2,069	2,069	2,069	2,069
Contributions to the Reserve	-	-	-	-	-
Funding Required for Capital Program	-	-	-	-	-
Reserve Balance - End of Year	2,069	2,069	2,069	2,069	2,069

Landfill Reserve

The Landfill Reserve is funded through a transfer from the General Operating Budget. The transfer is the net revenue from landfill operations (including an amount for the disposal of waste collected through the residential collection program) less the net cost of the waste minimization programs. A 20-year landfill financial model is maintained to determine landfill rates, taking into account revenues, operating costs, and capital requirements.

Landfill Reserve ($000's)

	2011	2012	2013	2014	2015
Reserve Balance - Start of Year	15,690	6,553	913	5,513	9,903
Contributions to the Reserve	3,530	5,530	4,800	8,490	8,810
Funding Required for Capital Program	(12,667)	(11,170)	(200)	(4,100)	(7,500)
Reserve Balance - End of Year	6,553	913	5,513	9,903	11,213

Golf Course Reserve

The Golf Course Reserve is used to fund golf course capital projects. Contributions to the reserve are from the annual operations of the golf courses. The net revenue after deducting operating expenditures and an allowance for administrative costs is transferred to the reserve. The following table provides a projection for the reserve for the next five years.

Golf Course Reserve ($000's)

	2011	2012	2013	2014	2015
Reserve Balance - Start of Year	844	906	1,022	1,190	1,404
Contributions to the Reserve	492	516	538	564	595
Funding Required for Capital Program	(430)	(400)	(370)	(350)	(450)
Reserve Balance - End of Year	906	1,022	1,190	1,404	1,549

Cemetery Reserve

The Cemetery Reserve is used to fund cemetery capital projects or a loss in the cemetery operations. The annual contribution to the reserve is the net revenue from the cemetery operations after deducting operating expenditures. The Cemetery Management Strategy, approved by Council in 1996, and the Cemetery Financial Plan serve as the primary planning tools in managing the operation of the two cemeteries. The condition of the Cemeteries Program and current developments in the industry requires review and a revised strategy to be prepared. The following table provides a projection for the reserve for the next five years.

Cemetery Reserve ($000's)

	2011	2012	2013	2014	2015
Reserve Balance - Start of Year	452	342	254	245	284
Contributions to the Reserve	25	77	131	129	129
Funding Required for Capital Program	(135)	(165)	(140)	(90)	(195)
Reserve Balance - End of Year	342	254	245	284	218

Fleet Replacement Reserve

Formerly, the Equipment Replacement Reserve, the Fleet Replacement reserve was established in September 2010 by Bylaw 2010-49 to amalgamate the Equipment Replacement and Transit Equipment Reserves into one Fleet Replacement Reserve. The new reserve includes separate accounts for the Civic, Transit and Fire fleets.

The Fleet Replacement Reserve is used to fund the replacement of vehicles and equipment for the civic, transit and fire fleets including support vehicles. The reserve is used to fund the replacement of existing equipment, not to purchase new equipment. Additional equipment is funded separately through the capital program. The amount transferred to the reserve each year is represents the depreciation charged on the existing fleet of vehicles and equipment.

Fleet Replacement Reserve ($000's)

	2011	2012	2013	2014	2015
Reserve Balance - Start of Year	1,464	689	1,385	2,856	5,627
Contributions to the Reserve	6,549	7,499	8,515	9,472	10,493
Transfer from the General Fund Reserve					
Funding Required for Capital Program	(7,324)	(6,803)	(7,044)	(6,701)	(9,387)
Reserve Balance - End of Year	689	1,385	2,856	5,627	6,733

Asphalt Plant Reserve

The Asphalt Plant Reserve funds the capital requirements and maintenance costs of the asphalt plant. The reserve is funded through a charge on the asphalt produced in the plant. The charge is $5.00 per tonne. The charge includes $2.50 per tonne for funding of capital requirements and $2.50 per tonne for maintenance costs. The following table provides a projection for the reserve for the next five years.

Asphalt Plant Reserve ($000's)

	2011	2012	2013	2014	2015
Reserve Balance - Start of Year	859	1,139	1,339	1,139	1,189
Contributions to the Reserve	280	200	200	200	200
Funding Required for Capital Program	-	-	(400)	(150)	(150)
Reserve Balance - End of Year	1,139	1,339	1,139	1,189	1,239

Employer Provided Parking Reserve

The Employer Provided Parking Reserve is funded from parking fees paid by employees. The net fees, after deducting operating costs, are transferred to the reserve to fund capital requirements for the parking facilities. The facilities include the parkade at City Hall and parking lots at other civic facilities.

Employer Provided Parking Reserve ($000's)

	2011	2012	2013	2014	2015
Reserve Balance - Start of Year	527	922	1,307	1,401	1,496
Contributions to the Reserve	435	435	435	435	435
Parking Lot Operating Expense	(40)	(40)	(40)	(40)	(40)
Funding Required for Capital Program	-	(10)	(300)	(300)	(130)
Reserve Balance - End of Year	922	1,307	1,401	1,496	1,761

Technology Reserve

The Technology Reserve is funded from the net revenue generated from the print and office services (computer leasing) programs. These services are budgeted to provide a small surplus to fund the replacement of equipment for the print and office services operations, and if required, to offset a shortfall in the operation of the services.

Technology Reserve ($000's)

	2011	2012	2013	2014	2015
Reserve Balance - Start of Year	977	512	512	512	512
Contributions to the Reserve	35	-	-	-	-
Transfer from the General Fund Reserve	-				
Funding Required for Operating/Capital Programs	(500)	-	-	-	-
Reserve Balance - End of Year	512	512	512	512	512

Transit Equipment Reserve

The Transit Equipment Reserve was amalgamated with the equipment replacement reserve into one fleet replacement reserve through the approval of Bylaw 2010-49.

Regina Police Service General Reserve

The Regina Police Service General Reserve is used to fund any one-time operating expenditure included in the annual operating budget and transfers to fund capital projects as requested by the Board of Police Commissioners and approved by Council. Contribution to the reserve is the net revenue or expenditure from the annual operating budget of the Regina Police Service and unexpended capital funds from projects that are completed or not proceeding. The following table provides a projection for the reserve for the next five years.

Regina Police Service General Reserve ($000's)

	2011	2012	2013	2014	2015
Reserve Balance - Start of Year	3,566	1,975	1,325	1,325	1,325
Contributions to the Reserve	-	-	-	-	-
Funding Required for Capital Program	(1,591)	(650)	-	-	-
Reserve Balance - End of Year	1,975	1,325	1,325	1,325	1,325

Regina Police Service Radio Equipment Reserve

The Regina Police Service Radio Equipment Reserve is used to fund capital or operating expenditures for communication expenditures or projects by the City and the Board of Police Commissioners as may be approved by Council and the Board of Police Commissioners. Contribution to the reserve is the net revenue or expenditure of the communications equipment service facility (Radio Shop) of the Regina Police Service established to provide maintenance for the trunked radio system jointly used by the Regina Police Service and the City. The following table provides a projection for the reserve for the next five years.

Regina Police Service Radio Equipment Reserve ($000's)

	2011	2012	2013	2014	2015
Reserve Balance - Start of Year	103	103	103	103	103
Contributions to the Reserve	-	-	-	-	-
Funding Required for Capital Program	-	-	-	-	-
Reserve Balance - End of Year	103	103	103	103	103

Servicing Agreement Fees

Servicing Agreement Fees (SAF) are established under *The Planning and Development Act, 2007* and are recognized as revenue when a developer and the City enter into a servicing agreement even if some actual cash payments are received subsequent to the agreement signing. The agreements require a payment to the City of a predetermined amount per hectare of land within the development area. The funds are intended to be used towards the construction of regional infrastructure to support new development. Funds associated with a specific agreement are not necessarily managed on a specific project by project basis because infrastructure demands related to new development do not necessarily occur only within the particular development. For example, each new development places an indirect demand on wastewater treatment facilities and major arterials.

City policy determines the projects and the percentage of project costs eligible for Servicing Agreement Fee funding.

In the case of roadways, water, and sewer costs for development, the City would typically incur the costs prior to the full development of an area (cash outflows to fund projects usually occur before the development full built out). Parks and Recreation infrastructure costs are generally incurred later in the process.

In 2007, the City completed a major review of the servicing agreement fee policy and subsequently approved the Administration of Servicing Agreement Fees Policy in 2009. The annual review of the Servicing Agreement Fee rate includes estimates of the capital requirements related to new development over the next 20 years to ensure the rate keeps pace with increases in the construction market and accurately reflects the extent of infrastructure that is necessary to support development in all areas of the City where new development is planned.

The fees increased by 2.15% from 2010 ($227,289 per hectare) to a 2011 rate of $232,164 per hectare of developed land. These per hectare fees are actually comprised of three basic parts, a separate fund for Utility, Parks and Recreation, and Roadways projects (along with a small administration costs component). An accounting of the Utility SAF Reserve appears in the City's Water and Sewer Utility budget document. Despite the increase in fees, which now include a financing cost element, significant additional funding is required to support these new neighbourhoods, and there will be a significant cash outflow required by the City to fund its share of infrastructure, as well as to finance the infrastructure paid for through servicing agreement fees. This amount will be repaid through servicing agreement fees as new development proceeds.

Prior to the major review of servicing agreement fee policy in 2007, servicing agreement fees had been reviewed every five years and were updated using a predetermined inflationary adjustment each year. Due to the high level of development currently underway in Regina, rapidly increasing construction costs, and work underway on a number of planning studies, Servicing Agreement Fees rates are now reviewed annually, with more comprehensive review, rate setting, policies occurring every two to five years.

Roadways Servicing Agreement Fees

Roadways Servicing Agreement Fees are pursuant to *The Planning and Development Act, 2007* and are recognized as revenue when a development agreement is entered into between the City and a developer. In 2011, the agreements require a payment to the City of $98,293 per hectare of land within the development area for Roads and Related Infrastructure. Upon execution of a servicing agreement, 30% of the levy is paid, with another 40% within nine months and the balance within a further nine months.

Eligibility for Service Agreement Fee funding is by policy of City Council and includes:

- 85% - 95% of the cost of arterial roads (external to the plan of subdivision).
- 38% for arterial roads (internal to the plan of subdivision).
- A variable percentage for intersections and entrances, depending on location internal/external to the plan of the subdivision.
- 85% - 95% of road widening projects, less repaving costs.
- 18% of interchanges (under the current Development Plan growth scenario).

Servicing agreement fee revenue is recognized when developers reach a Servicing Agreement with the City. In many instances capital projects eligible for servicing agreement fee funding have been undertaken ahead of the funds being received from developers. As such, there is currently a shortfall in servicing agreement fee funding, and shortfalls are projected over the next five years, although the shortfalls have been significantly reduced from previous projections as a result of the servicing agreement fee review and the rate increase. The fee projections have been based on the development of an average of 80 hectares per year over the next 20 years.

Roadways SAF Reserve

	2011	2012	2013	2014	2015
Beginning Balance	**4,558**	1,938	3,069	(11,917)	(9,724)
Projected Fees	**7,863**	8,178	8,505	8,845	9,199
Interest	**213**	**205**	**(692)**	**(625)**	**(268)**
Available Funds	**12,634**	**10,321**	**10,882**	**(3,697)**	**(793)**
Capital Spending	**(10,696)**	(7,252)	(22,799)	(6,027)	(2,050)
Reserve Balance -Year End	**1,938**	**3,069**	**(11,917)**	**(9,724)**	**(2,843)**

Parks and Recreation Servicing Agreement Fees

Parks and Recreation servicing agreement fees are pursuant to the *Planning and Development Act, 2007* and are recognized as revenue when a servicing agreement is entered into between the City and a developer. In 2011, the agreements require a payment to the City of $19,453 per hectare of land within the development area. Within one year of the execution of a servicing agreement, 50% of the levy is paid, and remaining 50% balance within a further year.

Eligibility for Service Agreement Fee funding is by policy of the City Council and includes:

- A variable percentage for new or additions to zone level parks and facilities
- 18 – 25% for new or additions to municipal level parks, facilities
- 38% for Streetscaping internal to a plan of subdivision
- 85 – 95% for Streetscaping external to plan of subdivision

The projections for Parks and Recreation servicing agreement fees appear below. The fee projections have been based on the development of an average of 80 hectares per year over the next 20 years.

Parks & Recreation SAF Reserve

	2011	2012	2013	2014	2015
Beginning Balance	**5,881**	6,744	5,601	5,600	6,010
Projected Fees	**1,556**	1,618	1,683	1,751	1,821
Interest	**240**	**191**	**184**	**191**	**241**
Available Funds	**7,677**	**8,553**	**7,468**	**7,542**	**8,072**
Capital Spending	**(933)**	(2,952)	(1,868)	(1,532)	(593)
Reserve Balance -Year End	**6,744**	**5,601**	**5,600**	**6,010**	**7,479**

Deferred Revenue – Dedicated Lands Charges

Pursuant to Section 187 of The Planning and Development Act, 2007, developers are required to dedicate a portion of a development as municipal reserve. The legislation provides that a developer may make a payment in lieu of dedicating the required lands. The funds received are held as deferred revenue until such time as the funds are expended on eligible expenditures. The funds are to be used for the purchase of land to be dedicated for public use or used for the development of and maintenance of existing municipal reserves.

Deferred Revenue - Dedicated Lands Charges

	2011	2012	2013	2014	2015
Beginning Balance	**1,058**	754	725	674	822
Projected Revenue	**125**	125	125	125	125
Interest	**36**	**25**	**24**	**23**	**28**
Available Funds	**1,219**	**904**	**874**	**822**	**975**
Capital Spending	**(465)**	(179)	(200)	0	0
Deferred Revenue Balance -Year End	**754**	**725**	**674**	**822**	**975**

Other External Capital Funding

External contributions assumed in the 2011 General Capital Program include the following:

- $10,000 in 2011 from residents for the Alley Lighting Improvement Program
- $100,000 in 2011 for Mosaic Stadium upgrades from rent received from the Saskatchewan Roughriders Football Club.
- $300,000 from Land Developers to supplement SAF funded works for roadway network improvements.

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